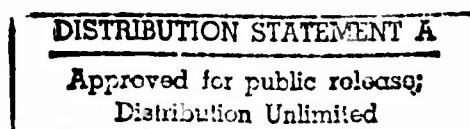


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Determination of the Potential for Dissidence in the US Army

Volume II—Survey of Military Opinion

by Howard C. Olson
R. William Rae



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FOREWORD

In recent years there has been an increase in manifestations of unrest or dissent for young people throughout the world against institutions of authority, including the Army. The Research Analysis Corporation has undertaken a study with Institutional Research funds to examine the nature of dissent and the characteristics of dissidents in the Army, and then to examine Army practices, procedures, and customs to learn whether or how they might be related to expressions of dissent.

Volume I in the report of this study developed methodology for examining the problem of dissent on an analytical basis. This report goes on to further refine the scaling of dissident activities and to examine servicemen's opinions about Army practices and procedures—likes, dislikes, and suggestions for change. Surveys of stratified random samples of servicemen in grades E1 through colonel were conducted at six major installations in CONUS. Analysis of the survey results permits suggestions as to emphases in programs and practices which might serve to improve servicemen's regard for Army service.

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Acting Head
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The authors wish to express their appreciation for the guidance and helpful criticism provided by the Directorate of Military Personnel Policies of the Office of the Deputy Chief of Staff for Personnel, and the Counterintelligence Analysis Detachment of the Office of the Assistant Chief of Staff for Intelligence, especially Maj Gen Franklin M. Davis, Jr., Lt Col D. K. Bradbury, and Mr. E. B. Braunstein. The cooperation of the eight CONUS installations at which surveys were administered and other data collected is also gratefully acknowledged; the planning and arrangements made by them prior to the collection of the survey data assured the orderly collection of appropriate information.

It would not have been possible to collect the survey data, to code responses and the results for analysis as quickly as all of this has been done without the assistance of other members of the RAC Technical Staff, namely, Maj Gen Ralph J. Butchers, USA (Ret), Dr. John H. Bigelow, Mr. Ronald E. Kirkpatrick, and Mr. John E. Shepherd; their expertise and assiduous application to the work at hand is appreciated.

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SUMMARY

OBJECTIVES

- (a) To categorize and order dissident activities in the US Army, and to relate these to the characteristics of known dissidents.
- (b) To develop indicators that may be useful in helping commanders to be aware of the extent of potential dissident behavior.
- (c) To suggest possible changes in military procedures and practices that could reduce dissidence.

FACTS

- (a) Opposition to US involvement in Vietnam and to the military draft has exacerbated anti-military feeling generally among college students and service personnel of college age.
- (b) The level of dissent in the Army has been a matter of increasing concern for military commanders, resulting in a DA letter of 28 May 1969, followed by a Department of Defense (DoD) memorandum of 12 September 1969, offering guidance to commanders on dealing with dissent.
- (c) This study originated from discussion with personnel of the Directorate of Military Personnel Policies, Office of the Deputy Chief of Staff for Personnel, DA, and was actively supported administratively by that Office.
- (d) This report deals with objectives (b) and (c) of the problem; objective (a) was reported upon in Volume I ("Nature of Dissent," RAC-TP-410, Mar 71).

PROCEDURE AND FINDINGS

Rescaling of Dissent

a. Procedure. The list of 19 dissident activities developed in Volume I did not, in some respects, represent the full range of dissidence dealt with in this study. After further analysis, that list was revised by combining several closely related categories and adding two new ones to arrive at a more comprehensive and analytically more convenient list of 13 activities or types of dissident behavior.

Another scaling experiment was conducted, with officers and enlisted men from Ft. Jackson and Ft. Gordon serving as judges, to develop scale values representing estimates of the relative seriousness to Army functioning of the 13 dissenting activities. During the same experiment, data were also obtained to permit classifying the motivation for the various types of dissent into three components: systemic, i.e., complaints about the Army system in general; humanistic, i.e., dissatisfaction with the way the individual is treated in the Army; and political, i.e., disagreement with Army or government policies.

b. Findings. It was noted that when the data for estimates of dissent motivation were examined according to the grade level of the evaluator, the officer grades tended to assign a higher percentage of dissent to political motivation, and a lower percentage to humanistic motivation, than did the E1 to E4 group. In other words, the motivation for dissent as perceived by the group that contains most of the dissidents, namely E1 to E4, is based much more on the way the individual is treated in the Army than is thought by the higher ranks.

Survey of Army Opinion

a. Procedure. A survey was conducted at six installations in CONUS soliciting anonymous opinions from a stratified random sample of 1,051 servicemen (approximately one-half of the sample, grades E1-E4, the remainder of the sample distributed generally equally among E5-E9, company grade officers, and field grade officers) about likes, dislikes, and potential improvements relating to conditions, practices, and customs in the Army, as well as estimates of potential for reenlistment. Survey responses were free, unstructured; they were classified into some 100 separate code categories, which were then grouped into five major areas

of interest: personal comfort and convenience; economic factors; work factors; military life; and human values.

As an additional part of the survey (posing the sometimes hypothetical situation that the respondent was a 22-year old enlisted man just completing a first term of enlisted service), a quantitative estimate was obtained of the potential for reenlistment, both before and after improvements suggested by respondents had been made. The results were tabulated to point up possible differences in reenlistment potential according to post, grade level, Army component, years of service, branch, age, and education level.

b. Findings. For responses relating to things liked in the Army, it was noted that concern was low for all ranks in the area of personal comfort and convenience. There was a heavy concentration of things liked in the economic factors area for all grades, although substantially less for the E1-E4 group than the others. The NCO group (E5-E9) had the lowest values for things liked in the work factors area. This appeared to be due in part to feeling expressed by the NCO's that there has been an erosion of their authority as a result of increasing permissiveness and relaxation in discipline in the Army.

When the individual categories of "likes" within major areas of interest were examined, it was found that the E1-E4 ranks are most concerned with things that contribute to personal growth and development, e.g., travel and new experiences, in-service training and education, and the use of the GI Bill after service. For the NCO's and officers, travel and new experiences also rank especially high, together with economic categories such as pay and security. Job satisfaction ranks high in things liked by officer grades.

Dominant "dislikes" for the E1-E4 group were in the categories of pay, harassment, regimentation, and loss of personal identity. The officer grades and NCO's indicated primary categories of dislike to be in assignment to duty station and evaluation and promotion procedures.

The three highest ranking items in the "improvements" categories were:

For E1-E4's

1. Pay
2. Volunteer Army/draft modifications
3. Enhanced personal identity

For E5-E9's, Company Grade and Field Grade Officers

1. Pay
2. Assignment to duty station
3. Evaluation and promotion procedures.

On the average, respondents of all ranks expressed a likelihood of reenlistment of less than 50 percent, with E1-E4 respondents somewhat less inclined toward reenlistment. On the assumption that the respondents' suggested improvements had been made, NCO and officer ranks indicated an increased average potential for reenlistment to above the 50 percent level; the E1-E4 group did not. Comparison of the responses of the E1-E4 respondents who showed the greatest change in likelihood toward reenlistment as a presumed consequence of the service improvements they had suggested shows that the potential reenlistee has greater concern about his health care, improved duty hours, training for his Army job, his duty assignment, less restrictive standards as to his personal appearance and behavior, reduced harassment, and, as might be expected, greater tolerance toward a regimented and military life.

From the E1-E4 portion of the total sample, a subgroup termed "potential dissidents" was selected on the basis of criteria related to the nature of their survey responses. The responses of this subgroup of potential dissidents were compared with the responses of the potential reenlistees. In general, the potential dissident dislikes the threat to maintenance of his personal identity, and he dislikes the system of military justice; he is less concerned than the potential reenlistee about assignment procedures and local practices at an installation. The kinds of changes that the potential dissident feels especially strongly about as compared with the potential reenlistee are: draft modifications; assurance that his personal identity can be maintained, and that his personal attitude toward military service can be taken into account in his Army service; a liberalization of Army policy and missions; a more "fair" system of military justice; and a reduction in harassment. The potential dissident is less concerned about work hours, training for the military job, and assignment to duty station.

It should be noted that both potential reenlistees and potential dissidents are concerned with better pay, volunteer military service, and loss of personal identity; they differ in the degree of their concern.

CONCLUDING REMARKS

This study has examined dissident activity in the Army, grouped like activities into realistic and meaningful categories, and developed a quantitative scale of seriousness for categories of dissent. The categorization and scaling of dissent activity has utility in evaluating dissent geographically and over time and providing a systematic and common structure for reporting dissident activity.

In addition, the study describes the concerns of Army personnel generally, and of potential dissidents in particular, in terms of how well the Army as an institution is felt to satisfy their needs. Such results can be used to sensitize staffs and commanders to the needs of military personnel so that communication across grades can be improved, irritating or nonproductive practices altered, and new procedures implemented. The full list of responses in the "improvements" categories should serve as a guide to problem areas where changes or potential improvements might be made, depending on which grade group the change is intended to affect.

ABBREVIATIONS

AUS — Army of the United States
CI — Concern Index
CIAD — Counterintelligence Analysis Detachment
CO — Conscientious Objector
CONUS — Continental United States
DoD — Department of Defense
EF — Economic Factors
HV — Human Values
ML — Military Life
ODCSPER — Office of the Deputy Chief of Staff for Personnel
PC&C — Personal Comfort and Convenience
RA — Regular Army
SD — Standard Deviation
WF — Work Factors

INTRODUCTION

PROBLEM

The first of the two reports on this study described dissidence in the Army and developed a methodology to scale dissident activities with respect to their seriousness. That study used the method of paired comparisons to develop a quantitative scale for seriousness of dissident activities. The resulting scale value for each dissident activity was further subdivided into three components—systemic, humanistic, and political—depending on the presumed motivation for the activity. The scale values were also applied to data from various installations in continental United States (CONUS) to develop the relationship between severity of dissidence and the size of the installation. Additionally in Volume I, the Army 201 files of the more seriously dissident soldiers were analyzed to compare characteristics of the dissident as related to the nondissident.

Volume I was not specifically concerned with the relation between aspects of military life—the procedures, practices, customs, and operations of military service—and dissident activity. Some military practices are irritants to the men in service. For those individuals who might be inclined toward open dissidence, such practices may provoke behavior which might not otherwise be exhibited. Volume I suggested that it would be possible to reduce the amount of dissidence in military service by changing those practices which are irritating to the men in service, and by instituting new procedures and practices which would make military life more attractive. It was also speculated that the responses of servicemen to an opinion survey might lead to valid inferences about the proportion of individuals who had attitudes and opinions

that demonstrated a potential for dissident behavior above some threshold level.

OBJECTIVES

The objectives for the full study are: (1) to determine the nature of dissident activities in the US Army and the characteristics of known dissidents; (2) to develop indicators that may be useful in helping commanders to be aware of potential dissident behavior; (3) to suggest feasible changes in military procedures and practices that could reduce dissidence.

These objectives imply concern not only for the reduction and control of dissidence, but also for how it may be turned to constructive ends.

Volume II concentrates on the last two objectives.

BACKGROUND

This is a RAC Institutional Research study, conducted at RAC initiative, not requiring formal support from a military sponsor. However, the study has had the good fortune to be guided and administratively supported by the Directorate for Military Personnel Studies, Office of the Deputy Chief of Staff for Personnel (ODCSPEP), Department of the Army. The study arose as a consequence of conversations with Maj Gen Franklin M. Davis, Jr., of that Directorate, and has benefitted from his counsel and advice and that of his staff.

During the early stages of the study, the terms "dissent" and "dissidence" were used synonymously. In consultation with ODCSPER, the authors developed a definition for "dissent" as given below.

Deliberate, willful activities by members of the Army representing disagreement with Army missions/practices/government policy that could to some degree, however slight, adversely affect the ability of the Army to accomplish its mission.

It is recognized that there could be some advantage in the use of the term "dissent" in a narrower sense to describe disagreement with a majority opinion where such disagreement does not constitute a threat to the Army, and another term such as "dissidence" to suggest not only

disagreement or dissatisfaction but a determined opposition that does constitute a threat to the Army. Thus in Volume II, the term "dissidence" will be used with the definition as given above for "dissent," with the omission of the phrase "however slight."

The list of 19 dissident activities developed in Volume I did not in some respects represent the full range of dissidence dealt with in the study. Moreover, it became evident that some of the listed types of dissident activities duplicated one another and could be combined. Also reported in the volume, then, is a rescaling of a refined as well as a more comprehensive listing of dissident activities, using a larger and more varied sample of judges for scaling than had been used in the original experiment. This work is described in Appendix A, "The Nature of Dissidence."

Indicators of dissidence reported are developed from several sources. Some of the indicators come from Volume I in which the characteristics of known dissidents are analyzed. This information is supported by responses to the survey being reported herein. In this case, potential dissidents are identified, and their responses are compared with the remainder of the population not so characterized.

Many of the practices, liked and disliked, reported in this volume will be related to the concepts of an all-volunteer army. To answer the question of whether or not young men would volunteer for enlistment in the service, respondents to the questionnaire were asked to make some judgment about their own reenlistment potential, as a function of improvements in service they had suggested. The improvements significantly related to reenlistment potential are treated separately in the report.

THE SURVEY INSTRUMENT

DESCRIPTION

The purpose of the survey was to elicit opinions from servicemen about conditions, practices, and customs in the Army, as well as their estimate of potential for enlistment. It is somewhat different from the usual Army survey inasmuch as it did not limit response; it prohibited any identifying information, such as service number, social security number, or name; and was administered by RAC civilian staff members. Respondents were encouraged to be as candid and as explicit as possible in their responses.

The survey was administered to a stratified random sample of servicemen at six different installations in CONUS. It was an open-ended, free-response type of survey; a copy of the survey instrument will be found in Annex 1 to Appendix B.

The survey consisted of five parts:

- Part I - What is liked about the Army?
- Part II - What is disliked about the Army?
- Part III - What are some omissions in Army practices that should be instituted?
- Part IV - A summarization of Parts I, II, and III indicating how the respondent would suggest the Army be improved.
- Part V - An estimate of enlistment and reenlistment potential.

In Part I the respondent was asked to try to name (write out) five things that he liked about the Army. After naming something liked, he made an estimate as to how common or rare that was—the likelihood that that would occur in the Army. After he had named the things liked, he was asked to rank them in terms of the importance of each to him. Both

the likelihood values and the importance rankings were on a 5-point scale, 1 being most likely, and 1 being most important—5 least likely and least important.

In Part II the respondent was asked to try to name five things that he disliked about the Army. (The likelihood that each might occur in the Army was estimated again, but when it was found that a problem of double negatives sometimes arose, making it difficult to interpret this likelihood measure, it was dropped from the analysis.) Again, after he had completed his responses, he was asked to rank them in terms of importance to him.

Similarly in Parts III and IV, respondents were asked to name things that were omissions in Army practice (Part III), or that would improve the service if implemented (Part IV), and again in each part they ranked the things named in terms of their relative importance.

As a result of the respondent's completion of Parts I, II, III, and IV, there were, at most, available for each respondent five likes, each of which was rated as to likelihood of being found in the Army and then was ranked in importance; five dislikes, ranked in importance; five improvements related to current omissions in Army practices, ranked in importance; and five overall improvements, ranked in importance.

The fifth part of the questionnaire dealt with reenlistment potential. A respondent was first asked to assume that he was 22 years old and just about to complete his first term of enlisted service in the Army. He was then asked to judge the likelihood of his reenlisting on a 5-point scale—1 being "very likely would reenlist," and 5 being "would reenlist under no circumstances." He then was asked a second question: "Suppose the improvements you suggested in Part IV had been made in the Army. Now, what would be the likelihood of your reenlisting?" Again he judged on a 5-point scale. The difference between the answers to the second and first questions gives a quantitative measure of the effect of the different kinds of improvements which the respondent has suggested on the likelihood of his reenlisting.

Seven items of background data were collected on each respondent:

| | |
|---------------|---|
| <u>Grade:</u> | E1 to E4, E5 to E9, Company Grade and Warrant Officer, Field Grade Officer |
|---------------|---|

Component: Regular Army, Army of the United States,
National Guard, Reserve

Years of
Active Service: In class intervals of three

Present Branch: From among all Army branches

Age: In class intervals of five

Education Level: Grade School, Some High School, High School
Graduate, Some College, College Graduate,
Post-Graduate Study

THE SAMPLE

The survey was administered at six CONUS installations: Ft. Belvoir, Ft. Polk, Ft. Sill, Ft. Sam Houston, Ft. Hood, and Ft. Bragg. A stratified, systematically random sample of servicemen stationed at these installations was drawn for each installation. The general procedure was to use or to develop a machine-record list of military personnel stationed at the installation, stratified by grade level, and then select the appropriate number of individuals from each of the four grade strata. Selection was on a systematic basis, i.e., drawing every nth name, with a randomized choice of the first number. The goal at each installation was a minimum of 90 men in the E1-E4 category and 30 in each of the other three grade levels just noted. For example, in the selection of field grade personnel, if there were, say, 300 field grade officers assigned to an installation, every tenth name was selected and those individuals ordered to the assembly place to complete the questionnaire on a particular date. (Actually, a few more than the required number were drawn to assure the minimum numbers desired.)

The logic in selecting three times as many of the junior grade enlisted men as of the other three grade groups was to get a sample of sufficient size that it could be expected that a representative expression of opinion was being gathered from this grade category which contains the bulk of the dissident population. It is recognized that the sampling is not representative of the servicemen of all grades in the Army. In terms of the enlisted population in CONUS, the proportions are about correct, but in terms of the officer population, the study sample includes perhaps four times as many company grade officers, and perhaps

six times as many field grade officers, as would samples proportionate to the actual number in each grade in the CONUS officer population.

The six posts selected for the survey were chosen because they represented a wide range in levels of dissidence among posts in CONUS, based on the data reported in Volume I. The survey was administered at the six installations during the month of June 1970.

The number of questionnaires completed at the various installations, by grade level, is shown in Table 1. It is seen that the sample totals 1,151 respondents—530 E1-E4, 213 E5-E9, 218 company grade and warrant officers, and 190 field grade officers. The frequencies in the breakdowns of component, years service, branch, age, and educational level generally will not sum to the totals just given inasmuch as a few respondents did not furnish the full information desired (perhaps to guarantee further anonymity), but the data are essentially complete. The sample summary shows, for example, that 48 percent of the E1-E4 respondents were Regular Army, that the Veterinary Corps was the only branch not represented, and that 36 percent of the field grade officers had some post-graduate study.

CODING OF RESPONSES

The written responses of respondents to Parts I, II, III, and IV of the survey were sorted among some 100 different code categories by five members of the RAC staff. The response code as developed, which deals generally with the satisfaction of different kinds of emotional and physical needs, is described in detail in Appendix B. The code categories were subsequently grouped into five major areas of interest as follows:

Physical comfort and convenience includes such things as living conditions, housing, privacy, clothing and equipment, food, and so on. This category contained four subcategories.

Economic factors relates to the economic security of the respondent, in terms of pay and allowances, bonus, retirement benefits, health care, education (both during service and out of military service, after a term of service had been completed), insurance, and other benefits which might devolve to the individual or his family as a consequence of his service. This category contained 15 subcategories.

Table 1
CHARACTERISTICS OF SURVEY SAMPLE

| | Grade Level | | | | | | | | | |
|-------------------------------------|-------------|----|-------|----|-------------------------------------|----|--------------------------|----|-------|----|
| | E1-E4 | | E5-E9 | | Officers: Co. Grade & Warrant | | Officers: Field Grade | | Total | |
| Post | No. | % | No. | % | No. | % | No. | % | No. | % |
| 1 | 60 | na | 29 | na | 41 | na | 19 | na | 149 | |
| 2 | 100 | " | 39 | " | 32 | " | 35 | " | 206 | |
| 3 | 106 | " | 42 | " | 38 | " | 38 | " | 224 | |
| 4 | 78 | " | 34 | " | 39 | " | 36 | " | 187 | |
| 5 | 106 | " | 38 | " | 36 | " | 32 | " | 212 | |
| 6 | 80 | " | 31 | " | 32 | " | 30 | " | 173 | |
| Total | 530 | | 213 | | 218 | | 190 | | 1151 | |
| <u>Component</u> | | | | | | | | | | |
| RA | 251 | 48 | 196 | 92 | 41 | 19 | 114 | 61 | 602 | 53 |
| AUS | 245 | 47 | 16 | 8 | 98 | 45 | 49 | 26 | 408 | 36 |
| NG | 22 | 4 | - | - | 1 | - | 1 | 1 | 24 | 2 |
| RES | 5 | 1 | - | - | 76 | 35 | 24 | 13 | 105 | 9 |
| <u>Years of Active Army Service</u> | | | | | | | | | | |
| 1-3 | 510 | 98 | 75 | 36 | 143 | 66 | 15 | 8 | 743 | 66 |
| 4-6 | 10 | 2 | 27 | 13 | 39 | 18 | 3 | 2 | 79 | 7 |
| 7-9 | 1 | - | 14 | 7 | 6 | 3 | 33 | 18 | 54 | 5 |
| 10-12 | - | - | 22 | 11 | 12 | 6 | 32 | 18 | 66 | 6 |
| 13-15 | - | - | 17 | 8 | 5 | 2 | 35 | 19 | 57 | 5 |
| 16-18 | - | - | 21 | 10 | 5 | 2 | 24 | 13 | 50 | 4 |
| 19-21 | - | - | 11 | 5 | 3 | 1 | 15 | 8 | 29 | 3 |
| 22-24 | - | - | 12 | 6 | 2 | 1 | 11 | 6 | 25 | 2 |
| 25-27 | - | - | 8 | 4 | 1 | - | 13 | 7 | 22 | 2 |
| <u>Present Branch</u> | | | | | | | | | | |
| AGC | 13 | 3 | 11 | 5 | 8 | 4 | 4 | 2 | 36 | 3 |
| Armd | 37 | 8 | 9 | 4 | 10 | 5 | 16 | 8 | 72 | 7 |
| AI | 7 | 1 | 1 | - | 4 | 2 | 4 | 2 | 16 | 1 |
| AMSC | 4 | 1 | 12 | 6 | 5 | 2 | 4 | 2 | 25 | 2 |
| ANC | 2 | - | - | - | 11 | 5 | 3 | 2 | 16 | 1 |
| Arty | 122 | 25 | 37 | 18 | 43 | 20 | 50 | 26 | 252 | 23 |
| Ch | 1 | - | 1 | - | 3 | 1 | 4 | 2 | 9 | 1 |
| CmlC | 1 | - | - | - | 4 | 2 | 4 | 2 | 9 | 1 |
| CE | 40 | 8 | 25 | 12 | 18 | 8 | 14 | 7 | 97 | 9 |
| DC | 5 | 1 | 1 | - | 6 | 3 | 7 | 4 | 19 | 2 |
| FC | 1 | - | - | - | 1 | - | - | - | 2 | - |
| Inf | 83 | 17 | 43 | 21 | 39 | 18 | 31 | 16 | 196 | 18 |

Table 1 (Continued)

| Present Branch (Cont) | Grade Level | | | | | | | | | |
|------------------------|-------------|----|-------|----|-------------------------------------|----|--------------------------|----|-------|----|
| | E1-E4 | | E5-E9 | | Officers: Co. Grade & Warrant | | Officers: Field Grade | | Total | |
| | No. | % | No. | % | No. | % | No. | % | No. | % |
| JAGC | - | - | 1 | - | 2 | 1 | 1 | 1 | 4 | - |
| MC | 67 | 14 | 11 | 5 | 6 | 3 | 20 | 11 | 104 | 10 |
| MSC | 16 | 3 | 9 | 4 | 29 | 13 | 13 | 7 | 67 | 6 |
| MPC | 24 | 5 | 7 | 3 | 2 | 1 | 2 | 1 | 35 | 3 |
| OrdC | 5 | 1 | 3 | 1 | 5 | 2 | 4 | 2 | 17 | 2 |
| QMC | 13 | 3 | 11 | 5 | 6 | 3 | 4 | 2 | 34 | 3 |
| SigC | 16 | 3 | 12 | 6 | 5 | 2 | - | - | 33 | 3 |
| TC | 6 | 1 | 8 | 4 | 6 | 3 | 4 | 2 | 24 | 2 |
| VC | - | - | - | - | - | - | - | - | - | - |
| WAC | 11 | 2 | 1 | - | 1 | - | 1 | 1 | 14 | 1 |
| Avn | 2 | - | 1 | - | 1 | - | - | - | 4 | - |
| BCT | 7 | 1 | - | - | - | - | - | - | 7 | 1 |
| <u>Age</u> | | | | | | | | | | |
| 17-21 | 366 | 69 | 34 | 16 | 6 | 3 | - | - | 406 | 35 |
| 22-26 | 154 | 29 | 61 | 29 | 150 | 69 | - | - | 365 | 32 |
| 27-31 | 7 | 1 | 34 | 16 | 36 | 17 | 26 | 14 | 103 | 9 |
| 32-36 | - | - | 38 | 18 | 16 | 7 | 73 | 38 | 127 | 11 |
| 37-41 | - | - | 21 | 10 | 6 | 3 | 50 | 26 | 77 | 7 |
| 42-46 | - | - | 12 | 6 | 3 | 1 | 20 | 11 | 35 | 3 |
| 47-51 | - | - | 9 | 4 | - | - | 9 | 5 | 18 | 2 |
| 52-56 | - | - | 4 | 2 | - | - | 9 | 5 | 13 | 1 |
| 57-61 | - | - | - | - | - | - | 3 | 2 | 3 | - |
| <u>Education Level</u> | | | | | | | | | | |
| Grade School | 8 | 2 | 1 | - | - | - | - | - | 9 | 1 |
| Some High School | 86 | 16 | 12 | 6 | - | - | - | - | 98 | 9 |
| H.S. Graduate | 213 | 40 | 130 | 61 | 12 | 6 | 2 | 1 | 357 | 31 |
| Some College | 153 | 29 | 53 | 25 | 58 | 27 | 38 | 20 | 302 | 26 |
| College Graduate | 55 | 10 | 12 | 6 | 102 | 47 | 81 | 43 | 250 | 22 |
| Post Grad. Study | 15 | 3 | 5 | 2 | 46 | 21 | 69 | 36 | 135 | 12 |

^{1/} Percent values are within each grade level and the total for each major characteristic; they may not sum to 100 owing to rounding error.

Work factors include responses concerned with work satisfaction, such as MOS designation, job assignment, the recognition and appreciation that one gets on a job, the achievement, experience, and responsibility that one acquires, evaluation and promotion procedures, opportunities for advancement, work conditions, training for a job, and so on. There are 11 subcategories in this category.

Military life includes a number of things which have come to be related to or associated with life in the military, and includes leave and pass privileges, ordered living and regimentation, the customs and traditions of the service, military recreation opportunities, social pressures and satisfactions associated with military life, family life, travel and new experiences, military justice, military/civilian work relationships, and so on. There are 16 subcategories in this category.

Human values concern those aspects of military service relating to the value system and state of mental health of an individual, and so include elements that relate to an individual's sense of personal identity, feelings of personal growth and maturity, confidence in superiors, identification with the mission of the Army and with national goals, and so on. This category has 14 subcategories.

There is room for interpretation and judgment in the coding procedure; judges did not always agree as to how a response should be coded. The reliability of the coding procedure was tested for the three coders who did over 90 percent of the coding. A random sample of 30 questionnaires was selected and each judged them independently. A coded response was considered to have not been in agreement with another coder's categorization of that response if it did not fall within the same major area of interest. On this basis, it was determined that the accuracy of coding is about 95 percent. This means that there is 95 percent agreement on the way in which responses have been coded. For example, in the total of 30 test questionnaires there were 1,485 responses on which judges had the freedom to disagree. (Because of a few omissions, there were not a full five responses for every one of Parts I through IV.) The coders agreed on the coding of 1,411 of the 1,485 responses. Thus it appears that the coding procedure was sufficiently uniform to be suitable for analysis of the results.

ANALYSIS OF SURVEY DATA

Rationale for Analysis

The extent of the data collected was such that it could not be analyzed in all its complexities. However, the data are described to enable readers to determine what additional information may be developed. Analysis reported herein is principally by grade level; analysis by component, years of service, branch of service, age, and education level is not in this volume.

In the first four parts of the survey, responses were rated by the respondent in terms of their importance to him; these importance values are an integral part of the interpretation of the response. Attention must also be given to the frequency of response within individual categories of response. In most instances, the frequency of response is expressed as the number of responses per respondent. These two measures—the mean importance rating and the response frequency—are combined into a measure called the Concern Index (CI). The CI is the ratio: responses per respondent/mean importance rating; the larger the CI value, the greater the expressed concern in that area. For example, suppose from 200 respondents there were 110 responses falling in a particular area of interest. And suppose the mean importance value of these 110 responses to be 2.25. The CI would be $(110/200)/2.25$ or $.55/2.25$ which solves to .24. Contrast that CI with one derived from 90 responses by 200 respondents, where the mean importance rating is 2.45, resulting in a CI of .18; the larger value indicates the greater concern.

The logic behind the index of concern is that both the frequency with which responses occur and the mean importance value assigned to them express a measure of concern; that is, a response may be rated highly important by a few respondents, or it may occur frequently (be mentioned often), but be assigned less importance. The Concern Index takes both factors into account and allows description of the relationships between responses along a single dimension.

RESULTS

The summary data for all Parts I through IV response categories, by grade levels, are found in Appendix C. The analysis described for Parts I, II, III, and IV of the survey has used those data. Aggregate data for the first four parts of the survey (a total of 19,855 responses) are given in Table 2. It will be helpful to refer to this table in relation to the general discussion of each part.

PART I — LIKES

Those things liked by respondents are shown in aggregate relationship in Figure 1. The base line of Figure 1 is labeled to show the five major areas of interest into which responses fell:

- Personal Comfort and Convenience (PC&C)
- Economic Factors (EF)
- Work Factors (WF)
- Military Life (ML)
- Human Values (HV).

Within each of these general areas of interest, responses are collected for the four grade levels considered in the survey:

- 1 — E1-E4
- 2 — E5-E9
- 3 — Company grade and warrant officers
- 4 — Field grade officers.

It will be noted that the graph in Figure 1 has two ordinates. The ordinate on the left is scaled to show the number of responses per respondent; heights of the bars are read from this ordinate. The ordinate on the right is scaled to show the mean rating for the likelihood measure (indicated by P, for probability) and for the importance rating (indicated by X). It should be remembered that the smaller the rated value, the

Table 2

SUMMARIZED SURVEY DATA BY GRADE LEVEL
IN MAJOR AREAS OF INTEREST

| Major Area of Interest | E1-E4 (N=530) | | | | E5-E9 (N=213) | | | | Company Grade (N=218) | | | | Field Grade (N=190) | | | | Total Responses - All Grades | | | | Grand Total |
|--------------------------------|-------------------|------|------|------|---------------|------|------|------|-----------------------|------|------|------|---------------------|------|------|------|------------------------------|------|------|------|-------------|
| | I | II | III | IV | I | II | III | IV | I | II | III | IV | I | II | III | IV | I | II | III | IV | |
| Personal Comfort & Convenience | 1 ^{TR} | 125 | 306 | 221 | 142 | 24 | 71 | 68 | 59 | 9 | 30 | 40 | 53 | 4 | 26 | 45 | 45 | 433 | 374 | 299 | 1268 |
| | 2 ^{TR/R} | .24 | .58 | .42 | .27 | .11 | .33 | .32 | .28 | .04 | .14 | .18 | .24 | .02 | .14 | .24 | .24 | | | | |
| | 3 ^{MP} | 2.13 | - | - | - | 2.09 | - | - | - | 1.66 | - | - | - | 1.50 | - | - | - | | | | |
| | 4 ^{MI} | 3.32 | 3.23 | 3.03 | 3.11 | 3.50 | 3.31 | 2.96 | 2.94 | 3.56 | 3.48 | 3.37 | 3.38 | 3.50 | 3.00 | 2.95 | 3.10 | | | | |
| | 5 ^{CI} | .07 | .18 | .14 | .09 | .03 | .10 | .11 | .10 | .01 | .04 | .05 | .07 | .01 | .05 | .08 | .08 | | | | |
| Economic Factors | 1 ^{TR} | 443 | 390 | 444 | 377 | 361 | 165 | 239 | 210 | 382 | 179 | 270 | 240 | 310 | 208 | 335 | 277 | 1196 | 942 | 1288 | 4830 |
| | 2 ^{TR/R} | .84 | .74 | .84 | .71 | 1.69 | .77 | 1.12 | .99 | 1.75 | .82 | 1.24 | 1.10 | 1.63 | 1.09 | 1.76 | 1.46 | | | | |
| | 3 ^{MP} | 1.75 | - | - | - | 1.83 | - | - | - | 1.72 | - | - | - | 1.80 | - | - | - | | | | |
| | 4 ^{MI} | 2.34 | 2.49 | 2.42 | 2.35 | 2.33 | 2.57 | 2.41 | 2.50 | 2.82 | 3.09 | 2.75 | 2.79 | 2.98 | 3.04 | 2.96 | 2.96 | | | | |
| | 5 ^{CI} | .36 | .30 | .35 | .30 | .73 | .30 | .46 | .40 | .62 | .27 | .45 | .39 | .55 | .36 | .59 | .49 | | | | |
| Work Factors | 1 ^{TR} | 430 | 423 | 454 | 398 | 135 | 225 | 191 | 194 | 232 | 246 | 221 | 226 | 244 | 178 | 159 | 175 | 1041 | 1072 | 1025 | 4131 |
| | 2 ^{TR/R} | .81 | .80 | .86 | .75 | .63 | 1.06 | .90 | .91 | 1.06 | 1.13 | 1.01 | 1.04 | 1.28 | .94 | .84 | .92 | | | | |
| | 3 ^{MP} | 2.36 | - | - | - | 2.25 | - | - | - | 2.17 | - | - | - | 1.86 | - | - | - | | | | |
| | 4 ^{MI} | 2.64 | 2.73 | 2.84 | 2.80 | 2.71 | 2.79 | 2.65 | 2.76 | 2.60 | 2.90 | 2.86 | 3.01 | 2.47 | 2.98 | 2.77 | 2.82 | | | | |
| | 5 ^{CI} | .31 | .29 | .30 | .27 | .23 | .38 | .34 | .33 | .41 | .39 | .35 | .35 | .52 | .32 | .30 | .33 | | | | |
| Military Life | 1 ^{TR} | 509 | 564 | 473 | 448 | 250 | 309 | 262 | 243 | 271 | 430 | 344 | 356 | 211 | 423 | 275 | 322 | 1241 | 1726 | 1354 | 5690 |
| | 2 ^{TR/R} | .96 | 1.06 | .89 | .85 | 1.17 | 1.45 | 1.23 | 1.14 | 1.24 | 1.97 | 1.58 | 1.63 | 1.11 | 2.23 | 1.45 | 1.70 | | | | |
| | 3 ^{MP} | 2.36 | - | - | - | 2.19 | - | - | - | 1.97 | - | - | - | 1.79 | - | - | - | | | | |
| | 4 ^{MI} | 2.69 | 2.78 | 2.83 | 2.84 | 2.95 | 2.80 | 2.71 | 2.86 | 3.34 | 2.99 | 2.96 | 2.93 | 3.28 | 2.87 | 2.91 | 2.84 | | | | |
| | 5 ^{CI} | .36 | .38 | .31 | .30 | .40 | .52 | .45 | .40 | .37 | .66 | .53 | .56 | .34 | .78 | .50 | .60 | | | | |
| Human Values | 1 ^{TR} | 357 | 847 | 632 | 551 | 125 | 197 | 126 | 129 | 156 | 183 | 136 | 135 | 145 | 97 | 61 | 59 | 783 | 1324 | 955 | 874 |
| | 2 ^{TR/R} | .67 | 1.60 | 1.19 | 1.04 | .59 | .92 | .59 | .61 | .72 | .84 | .62 | .62 | .76 | .51 | .32 | .31 | | | | |
| | 3 ^{MP} | 1.98 | - | - | - | 2.16 | - | - | - | 2.09 | - | - | - | 1.67 | - | - | - | | | | |
| | 4 ^{MI} | 2.66 | 2.59 | 2.44 | 2.52 | 2.68 | 2.63 | 2.89 | 2.64 | 2.85 | 2.55 | 2.86 | 2.58 | 2.98 | 2.70 | 2.82 | 2.88 | | | | |
| | 5 ^{CI} | .25 | .62 | .49 | .41 | .22 | .35 | .20 | .23 | .25 | .33 | .22 | .24 | .26 | .19 | .11 | .11 | | | | |
| Totals | | 1864 | 2530 | 2224 | 1916 | 895 | 967 | 886 | 835 | 1050 | 1068 | 1011 | 1010 | 914 | 932 | 875 | 878 | 4723 | 5497 | 4996 | 19,855 |

1^{TR} = Total Responses

2^{TR/R} = Total Responses per Respondent

3^{MP} = Mean Rating-Likelihood

4^{MI} = Mean Rating-Importance

5^{CI} = Responses per Respondent divided by Mean Importance

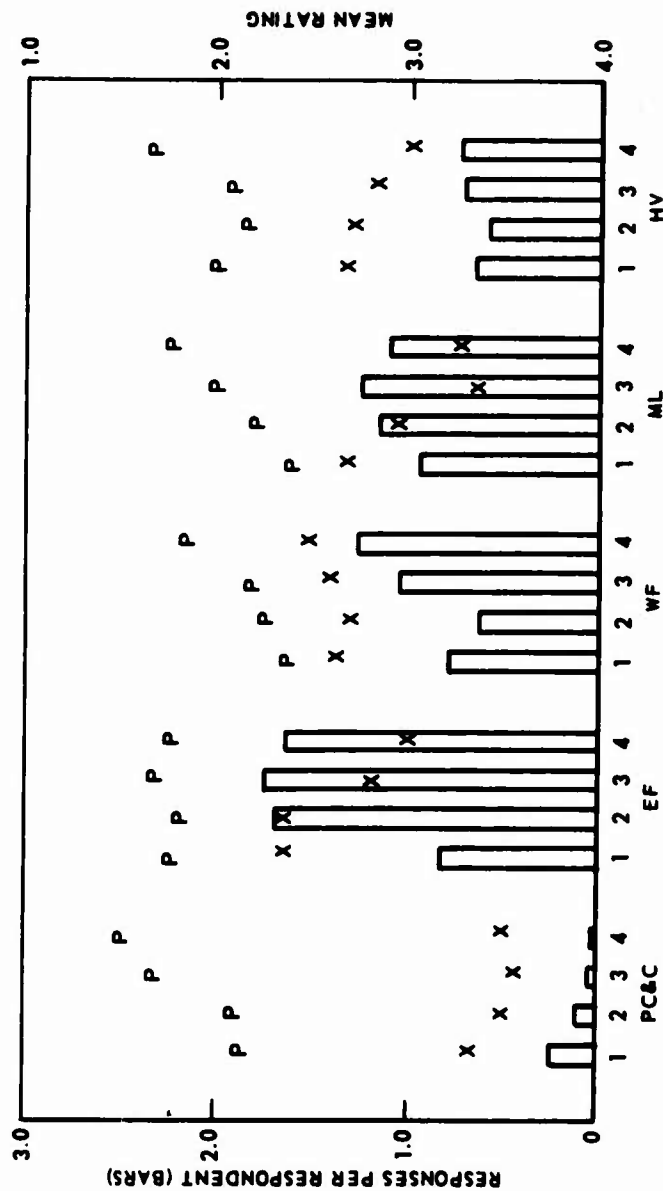


Fig. 1—Responses on Part I of Survey, Total Sample: Part I, Likes

P, probability; X, importance rating

Numbers under the bars indicate grade level: 1, E1 to E4; 2, E5 to E9;
3, company-grade and warrant officers; 4, field-grade officers

more likely or more important that response was judged to be. The right-hand scale was arranged from larger to smaller numerical values so that the height of the P's and X's in Figure 1 would refer to greater likelihood of occurrence and importance directly.*

It can be seen that the information shown graphically in Figure 1 is summarized in Table 2. To illustrate how this figure and Table 2 were developed, one needs to use the categories described in Appendix B and the tables of basic data in Appendix C. Consider, for example, what E5-E9 respondents like about things classified as Work Factors. It is seen from Appendix B that Work Factors includes 20 categories of response, including: F1 — recognition, appreciation and prestige; F2 — achievement and experience; F3 — responsibility, authority, and challenge; and finally H5 — inefficiency, waste, and indifference; and L7 — details and extra duty. The number of responses falling in each coding category, for each part of the survey, the mean likelihood and importance rating assigned to them, and their standard deviations are all given in the tables in Appendix C; Table C10 contains the summary for the 20 coding categories in Work Factors, for the E5-E9 respondents. From Table C10, it is seen that for the 213 E5-E9 respondents there were a total of 135 Work Factor responses for Part I, things liked, or .63 responses per respondent, with code categories F5 — opportunities for advancement, F8 — training for job, and H2 — job assignment, having the highest number of responses. The (weighted) mean likelihood and importance values for those responses ranked by respondents are 2.22 and 2.71, respectively.

The reader who has followed this example will have been exposed to the interesting detail that the tables in Appendix C provide; much more analysis than that reported in this volume can be made.

There are very few responses for things liked in the area of Personal Comfort and Convenience. A large number of things liked about the Army fall in the area of Economic Factors, with Military Life and Work Factors next in frequency, and then Human Values categories.

Associated with these frequencies are the mean importance values. There are marked differences in indicated importance among enlisted and officer responses in both Economic Factors and Military Life.

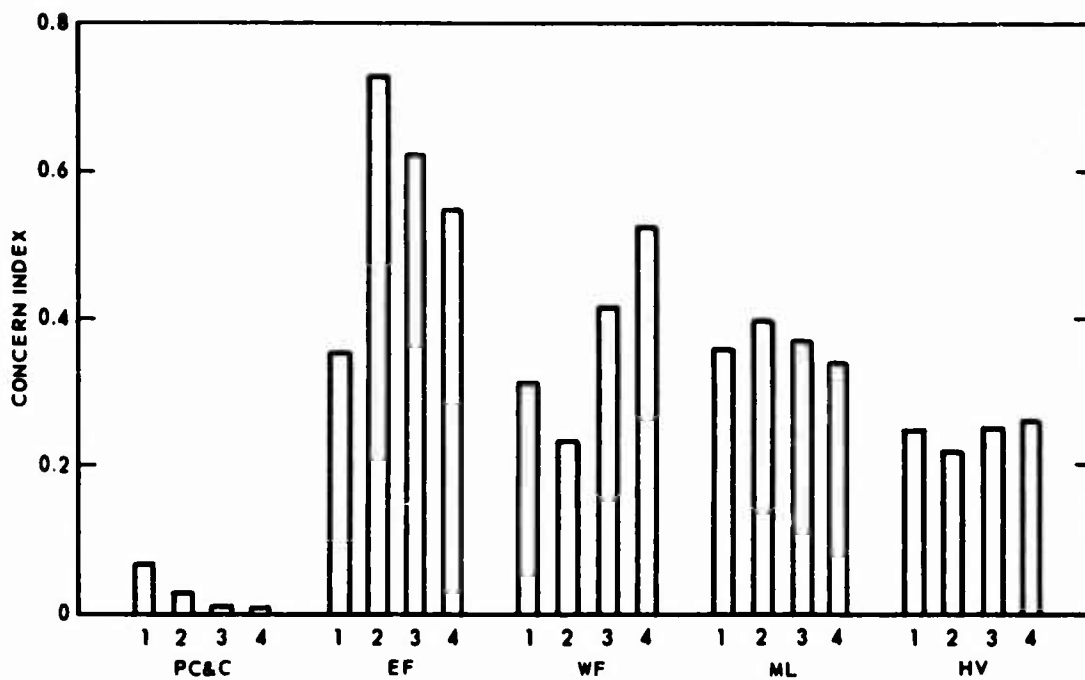
*A means for estimating the statistical significance of differences among the various values presented in this volume is provided in Appendix C.

The probability (P) levels associated with the responses vary considerably within an area of interest as a function of the rank of the respondents and show considerable variation across the areas. In general, the lower the rank of the respondent, the less confident he appears to be that something liked in the Army is apt to be within his reach. Field grade officers, on the other hand, appear quite confident that the occurrence of Personal Comfort and Convenience factors, the Human Value elements, the Military Life, and the Work Factors liked are all highly probable.

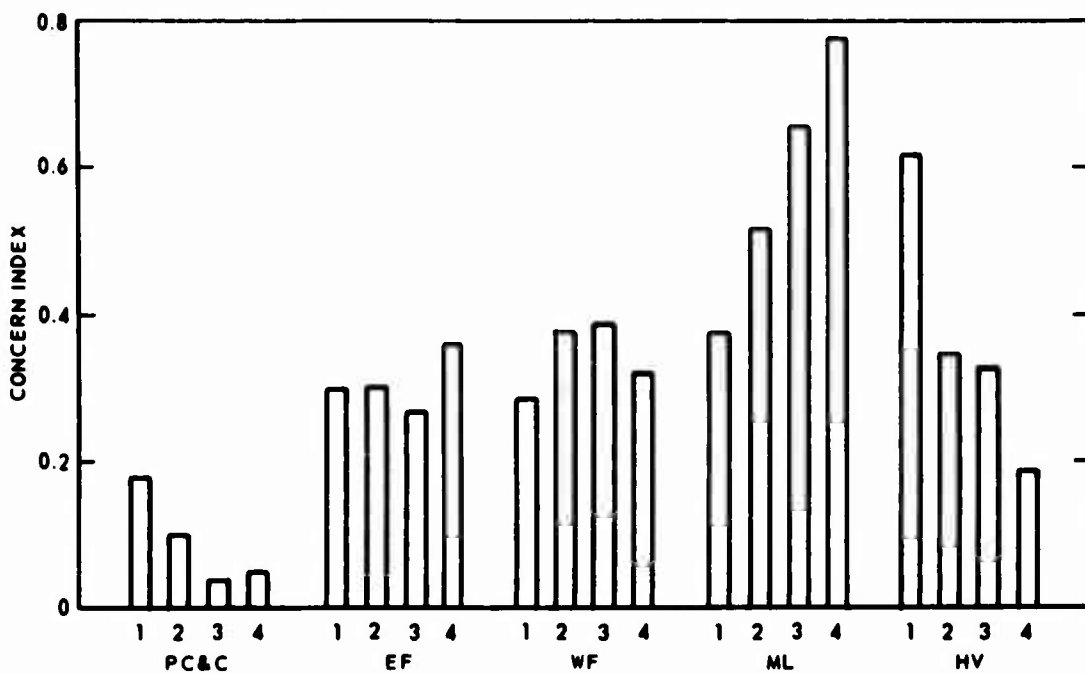
The relationship between the likelihood of something occurring and the importance value assigned to it suggests the kind of attention and emphasis that military planners might give to those areas of interest. For example, in general, "like" responses classified as Personal Comfort and Convenience appear relatively likely of occurrence yet relatively low in importance, as contrasted with "likes" among Work Factors, which are low in likelihood and high in importance; this suggests that (if a choice were being made between these two areas) emphasis might be directed toward Work Factors rather than Personal Comfort and Convenience factors. In other words, in examining the graphic description of "likes" in Figure 1, the closer the P and the X are together, the more this should be an item of attention for a planner who is concerned with reenforcing or increasing the probability of occurrence of those elements that are liked about the Army. Those closest together are in the areas of Work Factors and Military Life for grades E1-E4 and in Work Factors for grades E5-E9 and company grade officers.

These same data are shown using the Concern Index (CI) concept. As noted previously, CI values combine two measures: number of responses per respondent, and the mean importance assigned to the responses within a particular category.* CI values given in Table 2 for each area of interest/grade level/survey part combination are shown graphically for Parts I and II of the survey in Figure 2. The upper half of the figure describes the same results shown in Figure 1 (ignoring the likelihood

*The reader should not be disturbed by the seemingly low CI values reported; he should be reminded that a CI value of .20, say, with a mean importance value of 2.50, means that 50 percent of the individuals in that sample group have offered a response in that particular category.



a. Part I, Likes



b. Part II, Dislikes

Fig. 2—Concern in Areas of Interest, by Grade Level: Likes and Dislikes

Numbers under the bars indicate grade level: 1, E1 to E4; 2, E5 to E9; 3, company-grade and warrant officers; 4, field-grade officers

rating), but in combining importance and frequency of response, shows the relationships more simply.

Those areas of interest having the largest CI values may now be examined in greater detail to learn the response categories contributing most heavily to those areas. For the most part, no category having less than 10 percent of the responses in that category has been considered. The most frequently mentioned categories liked in each area of interest are given in Table 3. From Figures 1 and 2 it is seen that although the degree of concern varies with grade level, the greatest number of "like" responses is in Economic Factors; EF accounts for more than 30 percent of the responses in Part I. In examining Table 3, it is seen that for grades E1-E4, GI Bill, health care, and PX predominate; all grades like the security aspects of the Army. Officers and higher enlisted grades have much greater concern for security and pay than grades E1-E4. Health care ranks high for all respondents except the field grade officers. Each of the areas of major interest may be examined in similar detail. It is of interest to note, for example, the increase in CI values as grade level increases for MOS and job assignment and for job satisfaction.

The most dominant of the categories liked are collected and ranked by grade level in Table 4. The grades E1-E4 are most concerned about those things which contribute to personal growth and development; the six categories ranking highest deal with new experience, training, and education—all areas which contribute to personal growth. For the other enlisted grades, economic factors also rise to the top group. Job satisfaction, along with economic factors of pay and security rank high in things liked for officer grades; health care for the respondent ranks generally high for all grades except field grade officers.

Those things responded to in Part I are the elements liked in the present-day Army. It should be noted (from Table 2) that there are about 16 percent more dislike than like responses, so one should not interpret these findings on likes as meaning that they were necessarily found satisfactory by respondents—they like them, but they often would like more of them. In other words, planners should be concerned not only with reducing or eliminating service irritants as expressed by "dislikes," but with reenforcing those things liked and ensuring that their probability of occurrence is high.

Table 3

INDIVIDUAL CATEGORIES IN A MAJOR AREA OF INTEREST WITH OVER 10% OF RESPONSES IN THAT AREA
PART I — LIKES

| Categories with over 10% of responses in a major area of interest | E1-E4 (530 Respondents) | | | | | E5-E9 (213 Respondents) | | | | | Company Grade (218 Respondents) | | | | | Field Grade (190 Respondents) | | | | | |
|---|----------------------------|------|------|------|----------------|----------------------------|------|------|------|----|------------------------------------|-----|------|-----|------|----------------------------------|-----|------|-----|---|---|
| | TR | | CI | | M _r | TR | | CI | | | TR | | CI | | | M _r | TR | | CI | | |
| | TR | TR/R | CI | CI/R | | TR | TR/R | CI | CI/R | TR | TR/R | CI | CI/R | TR | TR/R | | CI | CI/R | | | |
| PC&C | 42 | .08 | 3.39 | .02 | | 9 | .04 | 3.44 | .01 | | - | - | - | - | | - | - | - | - | - | - |
| Food & food service | 44 | .08 | 3.49 | .02 | | 13 | .06 | 3.75 | .02 | | - | - | - | - | | - | - | - | - | - | - |
| Military clothing | 21 | .04 | 3.26 | .01 | | - | - | - | - | | - | - | - | - | | - | - | - | - | - | - |
| On-post living conditions | 18 | .03 | 2.82 | .01 | | - | - | - | - | | - | - | - | - | | - | - | - | - | - | - |
| Physical training | | | | | | | | | | | | | | | | | | | | | |
| EF | 77 | .15 | 1.86 | .08 | | 57 | .27 | 2.25 | .12 | | 50 | .23 | 2.56 | .09 | | 50 | .26 | 3.10 | .08 | | |
| In-service academic education | 75 | .14 | 1.86 | .07 | | - | - | - | - | | 61 | .28 | 2.89 | .10 | | - | - | - | - | | - |
| GI Bill | 73 | .14 | 2.21 | .06 | | 48 | .23 | 2.54 | .10 | | 54 | .25 | 3.60 | .07 | | - | - | - | - | | - |
| Health care for respondent | 68 | .13 | 2.82 | .05 | | - | - | - | - | | 38 | .18 | 2.54 | .07 | | - | - | - | - | | - |
| PX & commissary | 46 | .09 | 2.46 | .04 | | 92 | .43 | 1.99 | .22 | | 85 | .39 | 2.38 | .16 | | 110 | .58 | 2.67 | .22 | | |
| Allowances & benefits in general | 45 | .08 | 3.04 | .03 | | 45 | .21 | 1.95 | .11 | | 60 | .28 | 2.60 | .11 | | 60 | .32 | 3.05 | .11 | | |
| Security | | | | | | | | | | | | | | | | | | | | | |
| Pay | | | | | | | | | | | | | | | | | | | | | |
| WF | 89 | .17 | 2.09 | .08 | | 22 | .10 | 2.73 | .04 | | 24 | .11 | 3.00 | .04 | | - | - | - | - | | - |
| Training for growth | 110 | .21 | 2.64 | .08 | | 17 | .08 | 2.31 | .03 | | - | - | - | - | | - | - | - | - | | - |
| Training for job | 64 | .12 | 2.69 | .05 | | 38 | .18 | 3.08 | .06 | | 43 | .20 | 2.48 | .08 | | 40 | .21 | 2.69 | .08 | | |
| Evaluation & promotion | 50 | .09 | 2.64 | .03 | | 25 | .12 | 2.46 | .05 | | 36 | .17 | 2.68 | .06 | | 56 | .29 | 2.55 | .11 | | |
| MOS & job assignment | 42 | .08 | 2.76 | .03 | | 21 | .10 | 2.43 | .04 | | 97 | .44 | 2.34 | .19 | | 123 | .65 | 2.31 | .28 | | |
| Job satisfaction | | | | | | | | | | | | | | | | | | | | | |
| ML | 227 | .43 | 2.75 | .16 | | 123 | .58 | 2.88 | .31 | | 136 | .62 | 3.29 | .19 | | 121 | .64 | 3.26 | .20 | | |
| Travel & new experiences | 86 | .16 | 2.84 | .06 | | 38 | .18 | 3.58 | .05 | | 36 | .17 | 3.60 | .05 | | - | - | - | - | | - |
| Recreation | 50 | .09 | 2.25 | .04 | | 32 | .15 | 2.80 | .05 | | 26 | .12 | 3.23 | .04 | | - | - | - | - | | - |
| Leaves & passes | | | | | | | | | | | | | | | | | | | | | |
| Regimentation & red tape | | | | | | | | | | | | | | | | | | | | | |
| HV | 175 | .33 | 2.64 | .12 | | 41 | .19 | 2.75 | .07 | | 52 | .24 | 2.55 | .09 | | 44 | .23 | 3.37 | .07 | | |
| Personal growth & maturity | 71 | .13 | 2.76 | .05 | | 40 | .19 | 2.25 | .08 | | 38 | .17 | 2.81 | .06 | | 41 | .22 | 2.32 | .10 | | |
| Patriotism & pride in service | 42 | .08 | 2.61 | .03 | | 20 | .09 | 3.05 | .03 | | 38 | .17 | 3.11 | .05 | | 51 | .27 | 3.39 | .08 | | |
| Comradeship | | | | | | | | | | | | | | | | | | | | | |

Table 4
RANKING OF CATEGORIES FOR DOMINANT LIKES
(PART I)

| <u>Significant Likes (E1-E4)</u> | | <u>Significant Likes (Company Grade)</u> | |
|----------------------------------|-------|--|-------|
| CI | Rank* | CI | Rank* |
| .16 | 1 | .19 | 1 |
| .12 | 2 | .19 | 2 |
| .08 | 3 | .16 | 3 |
| .08 | 4 | .11 | 4 |
| .08 | 5 | .10 | 5 |
| .08 | 6 | .09 | 6 |
| .06 | 7 | .09 | 7 |
| .06 | 8 | .08 | 8 |
| .05 | 9 | .07 | 9 |
| .05 | 10 | .06 | 10 |
| | | .06 | 11 |
| | | .05 | 12 |
| | | .05 | 13 |
| | | .05 | 14 |
| <u>Significant Likes (E5-E9)</u> | | <u>Significant Likes (Field Grade)</u> | |
| .31 | 1 | .28 | 1 |
| .22 | 2 | .22 | 2 |
| .12 | 3 | .20 | 3 |
| .11 | 4 | .11 | 4 |
| .10 | 5 | .11 | 5 |
| .08 | 6 | .09 | 6 |
| .07 | 7 | .08 | 7 |
| .07 | 8 | .08 | 8 |
| .06 | 9 | .08 | 9 |
| .05 | 10 | .07 | 10 |
| .05 | 11 | .05 | 11 |
| .05 | 12 | | |

*Rank order of items with equal CI based on computation of values to next decimal point

PART II — DISLIKES

The second part of the survey asked a respondent to try to name five things he disliked about the Army, and then to order them in importance. There were more responses for the dislike portion of the survey than for any of the other parts, accounting for about 28 percent of all the responses in Parts I through IV.

The distribution of the responses in Part II is shown in Figure 2 in terms of Concern Index values for the various areas of interest. Part I and Part II responses tend to complement each other as might be expected. That is, where things are liked in one area, there tend to be relatively fewer dislikes in that area, and vice versa; Economic Factors and Military Life illustrate the point. Relative to those things liked in the Army, there is greater concern expressed in the form of dislikes for Personal Comfort and Convenience, Military Life, and Human Values. When such a relationship appears—greater concern for dislikes than likes—there would appear to be an area to which planning attention should be given.

In terms of percentages, 31 percent of the responses in "dislike" categories are recorded in Military Life; 24 percent are in Human Values; 20 percent in Work Factors; 17 percent in Economic Factors; and 8 percent in Personal Comfort and Convenience.

A striking difference is noted in the Military Life and in the Human Values areas with respect to differential concern felt among grade levels for things disliked; there is a marked increasing concern as the grade increases in the Military Life area, and marked decreasing concern as grade increases in the Human Values area.

The principal individual categories within the major areas of interest are shown in Table 5. The same criterion of 10 percent of the responses being required in the category before it was included has been applied. The major area of interest represented most generally among all the grade levels is that of Personal Comfort and Convenience, but the CI value is high for only E1-E4 respondents. Among the Economic Factors, (insufficient) Pay predominates in dislikes, but with CI values decreasing as grade increases. A number of categories are found in the Work Factors area; most are of low concern to E1-E4 respondents. Evaluation

Table 5

INDIVIDUAL CATEGORIES IN A MAJOR AREA OF INTEREST WITH OVER 10% OF THE RESPONSES IN THAT AREA

PART II -- DISLIKES

| Categories with over 10% of responses in a major area of interest | E1-E4 (530 Respondents) | | | | E5-E9 (213 Respondents) | | | | Company Grade (218 Respondents) | | | | Field Grade (190 Respondents) | | | |
|---|----------------------------|------|----------------|-----|----------------------------|------|----------------|-----|------------------------------------|------|----------------|-----|----------------------------------|------|----------------|-----|
| | TR | TR/R | M _I | CI | TR | TR/R | M _I | CI | TR | TR/R | M _I | CI | TR | TR/R | M _I | CI |
| PC&C | | | | | | | | | | | | | | | | |
| Food & food service | 140 | .26 | 3.17 | .08 | 25 | .12 | 3.42 | .04 | - | - | - | - | - | - | - | - |
| On-post living conditions | 98 | .18 | 3.06 | .06 | 15 | .07 | 3.29 | .02 | 11 | .05 | 3.09 | .02 | 11 | .06 | 2.64 | .02 |
| Military clothing | 64 | .12 | 3.58 | .03 | 30 | .14 | 3.24 | .04 | 17 | .08 | 4.00 | .02 | 14 | .07 | 3.46 | .02 |
| EF | | | | | | | | | | | | | | | | |
| Pay | 307 | .58 | 2.42 | .24 | 69 | .32 | 2.23 | .14 | 66 | .30 | 2.71 | .11 | 46 | .24 | 3.20 | .08 |
| Allowances & benefits in general | - | - | - | - | 25 | .12 | 2.64 | .05 | 26 | .12 | 3.50 | .03 | 35 | .18 | 3.00 | .06 |
| On-post family housing | - | - | - | - | 22 | .10 | 2.70 | .04 | 27 | .12 | 3.30 | .04 | 54 | .28 | 2.91 | .10 |
| Health care for dependents | - | - | - | - | - | - | - | - | 19 | .09 | 3.42 | .03 | 29 | .15 | 2.96 | .05 |
| PX & commissary | - | - | - | - | - | - | - | - | - | - | - | - | 20 | .11 | 3.75 | .03 |
| WF | | | | | | | | | | | | | | | | |
| Work hours | 109 | .21 | 2.89 | .07 | 35 | .16 | 2.97 | .05 | 28 | .13 | 2.92 | .04 | - | - | - | - |
| MOS & job assignment | 73 | .14 | 2.38 | .06 | 33 | .15 | 2.82 | .05 | 43 | .20 | 2.57 | .08 | - | - | - | - |
| Details & extra duty | 67 | .13 | 2.61 | .05 | - | - | - | - | - | - | - | - | - | - | - | - |
| Evaluation & promotion | 47 | .09 | 2.67 | .03 | 68 | .32 | 2.38 | .14 | 83 | .38 | 2.91 | .13 | 88 | .46 | 2.79 | .16 |
| Inefficiency | 50 | .09 | 3.00 | .03 | - | - | - | - | 32 | .15 | 2.77 | .05 | 18 | .09 | 2.94 | .03 |
| Training for job | 45 | .08 | 2.85 | .03 | 22 | .10 | 3.48 | .03 | - | - | - | - | - | - | - | - |
| ML | | | | | | | | | | | | | | | | |
| Regimentation & red tape | 145 | .27 | 1.84 | .15 | 51 | .24 | 2.69 | .09 | 70 | .32 | 3.12 | .10 | 49 | .26 | 2.98 | .09 |
| Military justice, punishment & corrections | 74 | .14 | 2.78 | .05 | - | - | - | - | - | - | - | - | - | - | - | - |
| Assignment to duty station | 61 | .12 | 2.41 | .05 | 76 | .36 | 2.92 | .12 | 56 | .26 | 2.95 | .09 | 62 | .33 | 2.82 | .12 |
| Local procedures & systems | 57 | .11 | 3.08 | .04 | 35 | .16 | 3.06 | .05 | 56 | .26 | 2.95 | .09 | 62 | .33 | 2.82 | .12 |
| Permissiveness | - | - | - | - | 38 | .18 | 2.32 | .08 | - | - | - | - | - | - | - | - |
| Family separation | - | - | - | - | - | - | - | - | - | - | - | - | 47 | .25 | 2.34 | .11 |
| Military/civilian relationship | - | - | - | - | - | - | - | - | - | - | - | - | 54 | .28 | 2.66 | .11 |
| NV | | | | | | | | | | | | | | | | |
| Harassment | 204 | .38 | 2.55 | .15 | 40 | .19 | 2.31 | .08 | - | - | - | - | - | - | - | - |
| Personal identity | 167 | .32 | 2.49 | .13 | 36 | .17 | 2.67 | .07 | 34 | .16 | 2.03 | .08 | 20 | .11 | 2.60 | .04 |
| Attitude toward superiors | 96 | .18 | 2.44 | .07 | 37 | .17 | 3.50 | .05 | 54 | .25 | 2.55 | .10 | 25 | .13 | 2.84 | .05 |
| Standards for personal appearance & behavior | 81 | .15 | 3.08 | .05 | 24 | .11 | 2.96 | .04 | - | - | - | - | - | - | - | - |
| Integrity of personnel | - | - | - | - | - | - | - | - | 30 | .14 | 2.41 | .06 | 10 | .05 | 2.10 | .02 |
| Interpersonal communication | - | - | - | - | - | - | - | - | - | - | - | - | 13 | .07 | 2.77 | .03 |

and promotion procedures are not of great concern for the E1-E4 grades, but are of high concern for all other grades. The Military Life area has the largest number of disliked categories, with field grade officers notably high on complaints about local procedures, family separation, and military/civilian relationships. E1-E4 respondents are represented in this area, but are not highly concerned over Military Life factors, except for dissatisfaction with regimentation in general. E1-E4 concern is high, however, in the Human Values area, with harassment and loss of personal identity being the principal responses; in fact, these account for over 40 percent of all E1-E4 responses in the Human Values area. Company grade officers also have dominant dislikes in this area, principally in criticism of the competence of superiors and in loss of personal identity.

The ranking among categories of dislike, by grade, is shown in Table 6. Pay stands at the top of the list for the enlisted men, but assignment to duty station and evaluation and promotion procedure are highest for the officers. In general, things connected with work and duty contribute more to dislikes for the senior NCO's and the officer grades.

These dislikes represent service irritants, the sort of things that may be improved or eliminated. In fact, these dislikes are reflected in the suggestions for proposed improvements that are discussed in the following section.

PARTS III AND IV — PROPOSED IMPROVEMENTS

As previously mentioned, in Part III of the survey instrument, the respondents were asked to name things that are not now characteristic of or are not now being done in the Army, but which might improve the Army if they were. In Part IV, the respondents were asked to summarize their thinking on improvements by listing items that would, in their opinion, make the Army a better place in which to serve. A tabulation of the results by rank and response category is given in Appendix C. (No clear distinction appears to have been made by some respondents between Part III and Part IV, so that both parts, to some degree, refer to improvements in general.)

Table 6
RANKING OF CATEGORIES FOR DOMINANT DISLIKES
(PART II)

| <u>Significant Dislikes (E1-E4)</u> | <u>CI</u> | <u>Rank*</u> | <u>Significant Dislikes (Company Grade)</u> | <u>CI</u> | <u>Rank*</u> |
|--|-----------|--------------|---|-----------|--------------|
| Pay | .24 | 1 | Assignment to duty station | .14 | 1 |
| Harassment | .15 | 2 | Evaluation & promotion | .13 | 2 |
| Regimentation & red tape | .15 | 3 | Pay | .11 | 3 |
| Personal identity | .13 | 4 | Regimentation & red tape | .10 | 4 |
| Food & food service | .08 | 5 | Attitude toward superiors | .10 | 5 |
| Attitude toward superiors | .07 | 6 | Local procedures & systems | .09 | 6 |
| Work hours | .07 | 7 | Personal identity | .08 | 7 |
| MOS & job assignment | .06 | 8 | MOS & job assignment | .08 | 8 |
| On-post living conditions | .06 | 9 | Integrity of personnel | .06 | 9 |
| Military justice, punishment & corrections | .05 | 10 | Inefficiency | .05 | 10 |
| Details & extra duty | .05 | 11 | | | |
| Assignment to duty station | .05 | 12 | | | |
| Standards for personal appearance & behavior | .05 | 13 | | | |
| | | | | | |
| <u>Significant Dislikes (E5-E9)</u> | | | <u>Significant Dislikes (Field Grade)</u> | | |
| Pay | .14 | 1 | Evaluation & promotion | .16 | 1 |
| Evaluation & promotion | .14 | 2 | Assignment to duty station | .15 | 2 |
| Assignment to duty station | .12 | 3 | Local procedures & systems | .12 | 3 |
| Regimentation & red tape | .09 | 4 | Family separation | .11 | 4 |
| Harassment | .08 | 5 | Military/civilian relationship | .11 | 5 |
| Permissiveness | .08 | 6 | On-post family housing | .10 | 6 |
| Personal identity | .08 | 7 | Regimentation & red tape | .09 | 7 |
| Work hours | .06 | 8 | Pay | .08 | 8 |
| MOS & job assignment | .05 | 9 | Allowances & benefits in general | .06 | 9 |
| Local procedures & systems | .05 | 10 | Health care for dependents | .05 | 10 |
| Attitude toward superiors | .05 | 11 | Attitude toward superiors | .05 | 11 |
| Allowances & benefits in general | .05 | 12 | | | |

*Rank order of items with equal CI based on computation of values to next decimal point

Part III vs Part IV — Response Frequency

A summary of the numbers of responses in Parts III and IV according to rank and major area of interest is given in Table 7. It is seen that for every major area of interest, the number of responses for the E1-E4 grades is higher for Part III than for Part IV. In other words, the improvements suggested by the lower ranks appear to be predominantly things that are not now being done. Having listed these in Part III, many respondents probably did not bother to repeat them in Part IV, as indicated by a total of 2,224 responses in Part III and only 1,916 in Part IV. A similar situation exists for the E5-E9 grades, although to a lesser degree, with 886 responses in Part III and only 835 in Part IV.

Both company grade and field grade officers had about an equal number of responses in Parts III and IV—1,011 vs 1,010 for company grade and 875 vs 878 for field grade officers. This corresponds to an average of 4.6 responses per officer in each part, which is close to the permissible total number of 5. Thus if there is a difference in response frequency between Parts III and IV in a given area of interest for the officer grades, there would have to be a compensating difference in one or more of the other areas of interest.

A substantial difference does exist between Parts III and IV field officer responses in the Economic Factors area, namely, a decrease from 335 to 277 responses (19 percent). This decrease is balanced by corresponding increases in Part IV responses in the areas of Work Factors and Military Life. Somewhat similar results may be noted for company grade officers, although to a lesser degree.

It may be inferred from the above that although field grade officers feel that they would like to have certain economic benefits that the Army does not now provide, nevertheless, some of these benefits are sufficiently low in importance to them that they would first prefer to see some changes in current practices in the areas of Work Factors and Military Life.

Examples of categories that represent a substantially greater degree of concern in Part III than in Part IV, in other words, those categories where something is not being done that is considered important, but of lesser importance than some other possible changes in current practices or procedures, are:

Table 7
SUMMARIZED RESPONSES FOR PARTS III AND IV OF SURVEY QUESTIONNAIRE

| Major Area Of Interest | E1-E4 (530 respondents) | | | | E5-E9 (213 respondents) | | | | C0 (218 respondents) | | | | F0 (190 respondents) | | | |
|-------------------------------------|----------------------------|----|---------|----|----------------------------|----|---------|----|-------------------------|----|---------|----|-------------------------|----|---------|----|
| | Part III | | Part IV | | Part III | | Part IV | | Part III | | Part IV | | Part III | | Part IV | |
| | No. | %* | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % | No. | % |
| PC & C | 221 | 10 | 142 | 7 | 68 | 8 | 59 | 7 | 40 | 4 | 53 | 5 | 45 | 5 | 45 | 5 |
| EF | 444 | 20 | 377 | 20 | 239 | 27 | 210 | 25 | 270 | 27 | 240 | 24 | 335 | 39 | 277 | 31 |
| WF | 454 | 21 | 398 | 21 | 191 | 22 | 194 | 23 | 221 | 22 | 226 | 23 | 159 | 18 | 175 | 20 |
| ML | 473 | 21 | 448 | 23 | 262 | 29 | 243 | 29 | 344 | 34 | 356 | 35 | 275 | 31 | 322 | 37 |
| HV | 632 | 28 | 551 | 29 | 126 | 14 | 129 | 16 | 136 | 13 | 135 | 13 | 61 | 7 | 59 | 7 |
| Total Responses | 2,224 | | 1,916 | | 886 | | 835 | | 1,011 | | 1,010 | | 875 | | 878 | |
| Average Responses per Respondent | 4.2 | | 3.6 | | 4.2 | | 3.9 | | 4.6 | | 4.6 | | 4.6 | | 4.6 | |

* Percentage of total responses.

For E1-E4 — On-post living conditions

For E5-E9 — Allowances and benefits in general
Health care for dependents

For Company Grade Officers — Health care for dependents

For Field Grade Officers — Allowances and benefits in general
Health care for dependents.

For the responses included under the item, health care for dependents, 82 percent of the responses for NCO's, 64 percent for company grade officers, and 78 percent for field grade officers recommended free dental care for dependents.

Comparison of Responses in Part III in Major Areas of Interest, by Grade

The responses in Part III were examined to obtain a comparative overview of the opinions of the four grade groups concerning improvements not now found in the Army in the various areas of interest.

For each grade group, the area of Personal Comfort and Convenience is ranked lowest in terms of number of improvements suggested, with only 10 percent of the total responses for E1-E4, 8 percent for E5-E9, 4 percent for company grade, and 5 percent for field grade officers consisting of items in this area.

All four groups submitted about the same proportion of suggested improvements in the area of Work Factors, that is, about 20 percent of responses. However, marked differences exist between the E1-E4 responses and those of the other three groups in the remaining areas of interest: Economic Factors, Military Life, and Human Values. Only 20 percent of E1-E4 responses were for improvement in the area of Economic Factors, as compared with 27 percent for NCO's and company grade officers, and 39 percent for field grade officers.

Twenty-one percent of responses for the E1-E4 group were in the Military Life area, as compared with 30 percent or a little higher for the other three groups.

The frequency of responses in the area of Human Values presents an interesting picture. This is the category in which the highest proportion of responses for the E1-E4 group occurs, namely 28 percent, in comparison with relatively low frequencies for the other groups—14 percent for E5-E9, 13 percent for company grade officers, and only 7 percent for field grade officers. This is consistent with other findings mentioned previously.

These results, when combined with the data on importance values, can be helpful in decisions on proposed changes or improvements, depending upon which grade group the change is intended to affect.

The Concern Index of the various grade groups in the major areas of interest as listed in Table 2 for Parts III and IV of the survey returns is illustrated pictorially in Figure 3.

It will be seen that the pattern of responses for each grade group is quite similar for Parts III and IV. All groups are concerned to a substantial degree with improvements in the areas of Economic Factors, Work Factors, and Military Life, although the E1-E4 grade group is somewhat less concerned than the other three. The area of Personal Comfort and Convenience is of relatively low concern to all four groups although, as might be expected, it is of more concern to the enlisted ranks—whose accommodations are more prescribed—than it is to the officer grades. Once again it is seen that the Human Values area is of greater concern to the E1-E4 grade group than any of the other areas; the area ranks relatively lower with the NCO and company officer groups, and is lowest for the field grade officers.

Specific Items of Concern in Major Areas of Interest

To obtain an indication of the specific items of greatest concern for proposed improvement, the responses in Parts III and IV were grouped according to the revised code categories in Appendix B, and those categories in each major area of interest were selected for each grade which had over 10 percent of the total responses in that area. The results are given in Table 8, together with the Concern Index as computed for each response category by grade.

The CI may be used to obtain a relative ranking of the various categories in terms of importance within each grade group. This is done in Table 9 for both Part III and Part IV returns for categories with CI equal to .05 or more.

From the Part IV results, it is seen that pay is the first concern for improvement by all ranks. However, there is a marked difference between the E1-E4 grade group and the others for in the next in order. Both officer groups and the NCO's considered improvements in evaluation and promotion procedures and assignment to duty station of greatest

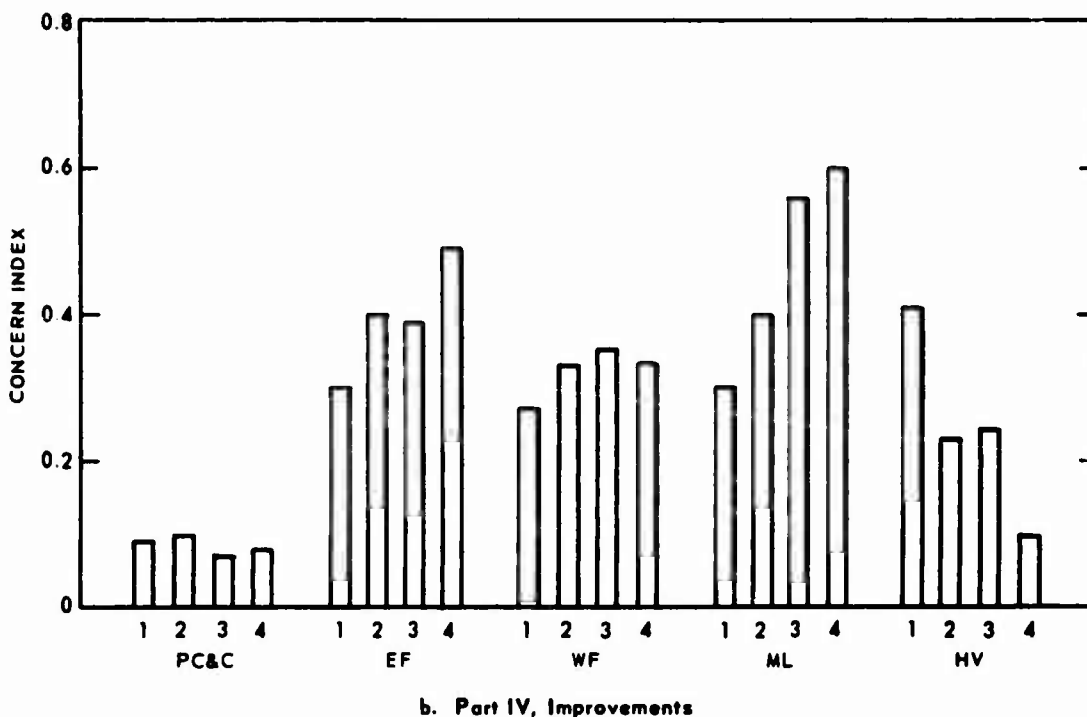
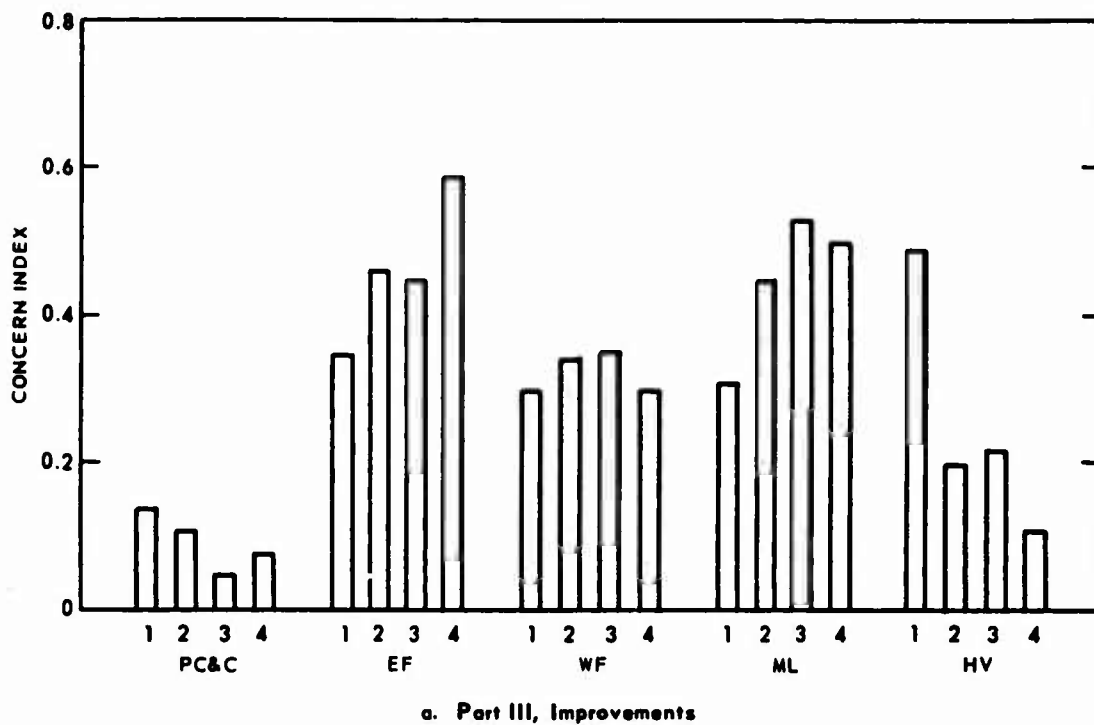


Fig. 3—Concern in Areas of Interest, by Grade Level: Improvements Suggested
 Numbers under the bars indicate grade level: 1, E1 to E4; 2, E5 to E9;
 3, company-grade and warrant officers; 4, field-grade officers

Table 8

**INDIVIDUAL CATEGORIES IN A MAJOR AREA OF INTEREST WITH OVER 10% OF TOTAL RESPONSES IN THAT AREA
PARTS III & IV**

| Categories with over 10% of responses in major areas of interest | EL-24 (530 respondents) | | | | E5-E9 (213 respondents) | | | | Company Grade (218 respondents) | | | | Field Grade (190 respondents) | | | |
|--|----------------------------|----------------|---------|-----|----------------------------|----------------|---------|----|------------------------------------|----------------|---------|----|----------------------------------|----------------|---------|----|
| | Part III | | Part IV | | Part III | | Part IV | | Part III | | Part IV | | Part III | | Part IV | |
| | TR | M ₁ | CI | TR | TR/R | M ₁ | CI | TR | TR/R | M ₁ | CI | TR | TR/R | M ₁ | CI | TR |
| EC On-post living conditions | 105 | 20 2.90 .07 | | 22 | .04 2.21 .02 | | | 30 | .14 2.80 .05 | | | 22 | .10 3.12 .03 | | | 27 |
| EC Military clothing | 32 | .06 3.29 .02 | | 39 | .07 3.07 .02 | | | 26 | .12 3.00 .04 | | | 15 | .07 3.67 .02 | | | 16 |
| EC Food & food service | 81 | .15 3.05 .05 | | 77 | .15 3.32 .05 | | | 12 | .06 3.30 .02 | | | 20 | .09 3.95 .02 | | | 17 |
| EC Pay | 235 | .44 2.29 .19 | | 228 | .43 2.17 .20 | | | 65 | .30 1.86 .16 | | | 86 | .39 2.18 .18 | | | 70 |
| EC Allowances & benefits in general | 52 | .10 2.35 .04 | | 46 | .09 2.79 .03 | | | 42 | .20 2.64 .08 | | | 48 | .22 3.07 .07 | | | 81 |
| EC Health care for dependents | - | - | - | - | - | - | - | 39 | .18 2.24 .08 | | | 28 | .13 2.93 .04 | | | 63 |
| EC On-post family housing | - | - | - | - | - | - | - | - | - | - | - | 34 | .16 3.06 .05 | | | 58 |
| EC Job satisfaction | 34 | .10 2.67 .04 | | 61 | .11 2.78 .04 | | | 42 | .20 2.38 .08 | | | 77 | .35 2.63 .13 | | | 19 |
| EC Evaluation & Promotion procedures | 98 | .18 2.73 .07 | | 81 | .15 2.77 .05 | | | 25 | .12 2.15 .06 | | | 32 | .15 2.58 .06 | | | 76 |
| EC Work hours | 89 | .17 2.89 .06 | | 79 | .15 2.91 .05 | | | 29 | .14 2.85 .05 | | | 23 | .11 2.91 .05 | | | 20 |
| EC Training for job | 74 | .14 2.43 .06 | | 71 | .13 2.36 .06 | | | 27 | .13 2.48 .05 | | | 38 | .17 2.49 .07 | | | 24 |
| EC MOS & job assignment | 50 | .09 3.15 .03 | | 40 | .08 3.07 .03 | | | 40 | .08 3.07 .03 | | | 38 | .17 2.49 .07 | | | 35 |
| EC Details & extra duty | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| EC Regimentation & red tape | - | - | - | - | - | - | - | 27 | .13 2.62 .05 | | | 32 | .15 2.94 .05 | | | - |
| EC Leaves & passes | 60 | .10 2.15 .05 | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| EC Military/civilian relationship | - | - | - | - | - | - | - | - | - | - | - | 34 | .16 2.47 .07 | | | 48 |
| EC Military justice, punishment & corrections | 67 | .13 2.68 .05 | | 46 | .09 2.75 .03 | | | - | - | - | - | - | - | - | - | - |
| EC Local procedures & systems | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| EC Assignment to duty station | 72 | .14 2.42 .06 | | 78 | .15 2.83 .05 | | | - | - | - | - | - | - | - | - | - |
| EC Liberalization of Army policies & missions | 56 | .11 2.43 .05 | | 57 | .11 2.66 .04 | | | 39 | .18 2.30 .08 | | | 52 | .24 3.00 .08 | | | 37 |
| EC Personal identity | 130 | .25 2.46 .10 | | 104 | .20 2.52 .08 | | | 31 | .15 2.75 .05 | | | 18 | .08 2.60 .03 | | | 34 |
| EC Volunteer Army/draft modifications | 120 | .23 1.81 .14 | | 116 | .22 2.06 .11 | | | 24 | .11 2.64 .04 | | | 31 | .14 2.25 .06 | | | 29 |
| EC Interpersonal communication | 63 | .12 2.72 .04 | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| EC Standards for personal appearance & behavior | - | - | - | - | - | - | - | 13 | .06 3.69 .02 | | | - | - | - | - | - |
| EC Harassment | 71 | .13 2.80 .05 | | 80 | .15 3.04 .05 | | | - | - | - | - | - | - | - | - | - |

1. TR = Number of responses
2. TR/R = Number of responses per respondent
3. M₁ = Importance value
4. CI = Concern index

Ranking of Categories in Which Improvements Suggested in Parts III & IV Returns

(For CI* .05 or More)

| Response Category (E1-E4) | Part III | | Part IV | | Response Category (Company Grade) | | Part III | | Part IV | |
|--|----------|------|---------|------|-----------------------------------|------|----------|------|---------|------|
| | CI | Rank | CI | Rank | CI | Rank | CI | Rank | CI | Rank |
| Pay | .19 | 1 | .20 | 1 | | | .18 | 1 | .17 | 1 |
| Volunteer Army/draft modifications | .13 | 2 | .11 | 2 | | | .13 | 2 | .12 | 2 |
| Personal identity | .10 | 3 | .08 | 3 | | | .12 | 3 | .12 | 3 |
| On-post living conditions | .07 | 4 | - | - | | | .08 | 4 | .10 | 4 |
| Work hours | .07 | 5 | .05 | 5 | | | .07 | 5 | .06 | 8 |
| Training for job | .06 | 6 | .05 | 7 | | | .07 | 6 | .06 | 10 |
| MOS and job assignment | .06 | - | .05 | 4 | | | .07 | 7 | .07 | 5 |
| Assignment to duty station | .06 | 8 | .05 | 6 | | | .06 | 8 | .07 | 6 |
| Food & food service | .05 | 9 | .05 | 9 | | | .05 | 9 | - | - |
| Military justice, punishment & corrections | .05 | 10 | - | - | | | - | - | - | 7 |
| Leaves & passes | .05 | - | - | - | | | - | - | .06 | 9 |
| Harassment | .05 | 12 | .05 | 8 | | | - | - | .07 | 7 |
| | | | | | | | | | .06 | 9 |

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* Concern Index

***Rank order of items with same CI based on computations of next decimal

concern next to pay, whereas the E1-E4 grade group was more concerned with improvements in the categories volunteer Army/draft modifications and personal identity.

The Concern Index for the various grade groups for these response categories is shown in Figure 4. It is seen that although concern with pay is high for all ranks, this concern decreases with rank. On the other hand, there is increasing concern with increasing rank in evaluation and promotion procedures and assignment to duty station.

The two categories personal identity and volunteer Army/draft modifications show a sharp drop in degree of concern from the E1-E4 grades to NCO's, and from NCO's to field officers. However, company grade officers display a degree of concern in these categories that is nearly as high as that of the E1-E4 group, especially in the personal identity category. This suggests that personal identity and other Human Values problems are primarily the concern of youth in that the E1-E4 grades and the junior officers tend to be drawn from the younger age group; in addition, they are of lower status in their parts of the military organization hierarchy, which may have some bearing on their concerns.

The categories listed in Table 9 should serve as a useful guide to problem areas for consideration in any study of potential improvements for the Army. The rankings as developed also indicate the relative concern of different grade groups in the various categories.

PART V — REENLISTMENT POTENTIAL

Part V of the survey secured a quantitative estimate of the potential for reenlistment on the strength of improvements the respondent had suggested. He was asked to assume that he was a 22-year old enlisted man just completing his first term of service. He was then asked to indicate the likelihood that he would reenlist. That likelihood was expressed on a 5-point scale, 1 being "very likely would reenlist," to 5, "would reenlist under no circumstances." The same question was then asked again, but now the respondent made the judgment considering that the improvements he had suggested earlier had been put into effect; responses were scaled in the same manner as before.

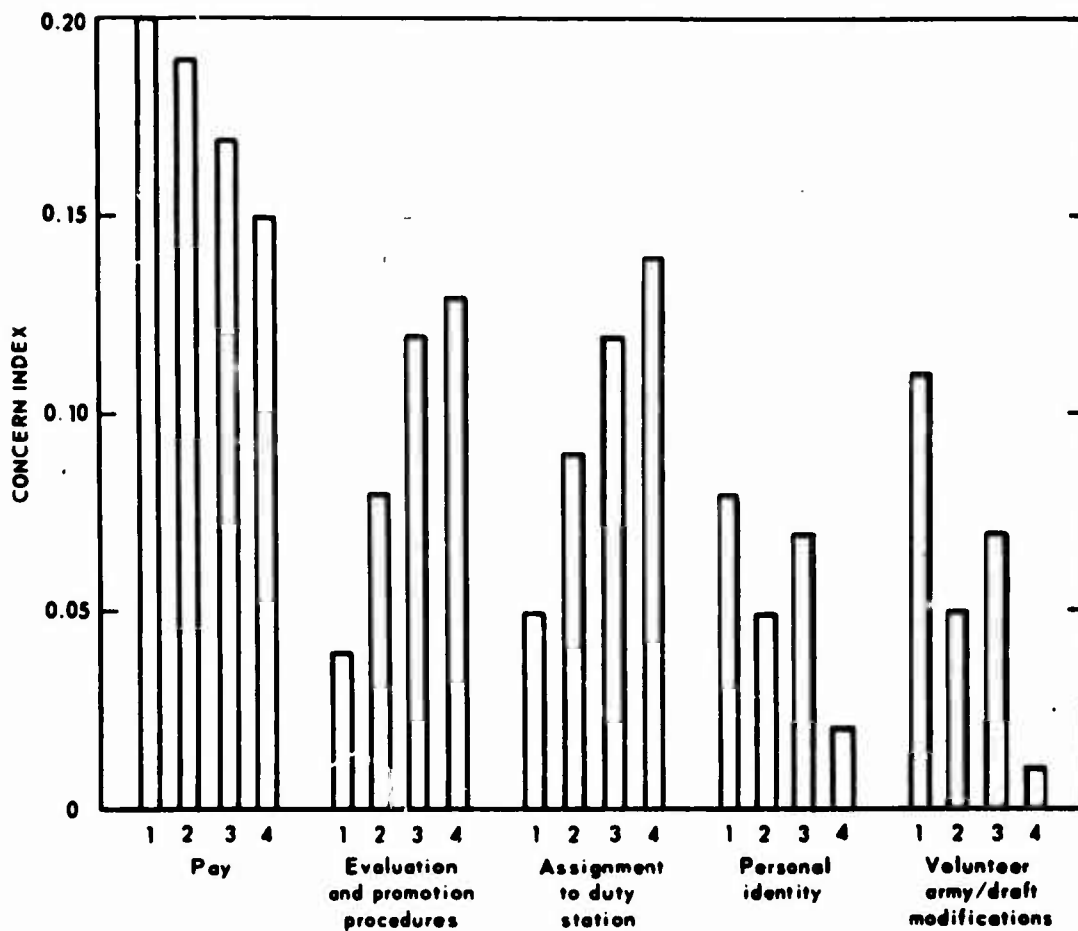


Fig. 4—Concern Index of Improvements of Greatest Concern, by Grade Level

Numbers under the bars indicate grade level: 1, E1 to E4; 2, E5 to E9;
3, company-grade and warrant officers; 4, field-grade officers

The mean scale values to these two questions are shown in Table 10. It is seen that in general there is a shift of about one unit in reenlistment potential after improvements are suggested. There do not appear to be any differences among posts. There do appear to be differences among grade levels, however, with the responses of the enlisted grades, especially at the E1-E4 grade level, showing much less estimated inclination to reenlist after improvements than do the responses of the officers. Officer response, however, could be expected to be less valid than for the enlisted men who are closer conceptually to such a reenlistment situation.

It might be noted that the "reenlistment without improvement" responses for all personnel are significantly below the scale mid-point of 3.0. Considering officer responses especially, this suggests that, at the present time, they appear not to be advocates of voluntary Army enlistment, on the average.

There appear to be no consistent differences in shift from "without improvements" to "improvements" for the various Army components. It might be noted that draftees (AUS) expressed a significantly lower inclination to reenlist both before and after improvements than did the other components—a not unexpected finding.

In general, with increased years of active Army service, the respondents have a more favorable attitude toward reenlistment.

Differences among branches with respect to changes as a result of improvements are most evident for Military Intelligence, with a shift from 4.43 to 2.64; for the Chaplain Corps, from 4.22 to 2.44; for Medical Service Corps personnel, from 4.18 to 2.86; for Signal Corps, from 3.80 to 2.50; and for those respondents in the Women's Army Corps, from 3.58 to 2.25. (It should be remembered that lower numbers mean higher estimates of reenlistment inclination.)

The results, as related to education level, are similar to those for years of service. The more education the respondent had, the lower his inclination to reenlist before improvements—but also the more the improvements he had suggested inclined him toward reenlistment.

The distribution of reenlistment respondents are examined in greater detail in Table 11 for the E1-E4 respondents. It is noted that 5 percent of E1-E4 grades indicated that they were definitely (values of 1 and 2)

Table 10

REENLISTMENT RESPONSES — TOTAL SAMPLE

| | Reenlist w/o Improvements | | | Reenlist with Improvements | | |
|----------------------------------|---------------------------|-------------------|-----------------|----------------------------|-------------------|-----------------|
| | N ¹ | Mean ² | SD ³ | N ¹ | Mean ² | SD ³ |
| <u>Post</u> | | | | | | |
| 1 | 146 | 4.18 | .89 | 145 | 3.08 | 1.22 |
| 2 | 196 | 3.93 | 1.21 | 197 | 2.88 | 1.38 |
| 3 | 222 | 3.78 | 1.17 | 222 | 2.68 | 1.34 |
| 4 | 174 | 4.06 | 1.08 | 174 | 2.99 | 1.34 |
| 5 | 205 | 4.15 | .98 | 205 | 3.12 | 1.46 |
| 6 | 168 | 3.96 | 1.13 | 167 | 2.96 | 1.41 |
| Total | 1111 | | | 1110 | | |
| <u>Grade</u> | | | | | | |
| E1-E4 | 507 | 4.31 | .94 | 507 | 3.50 | 1.36 |
| E5-E9 | 204 | 3.55 | 1.39 | 202 | 2.49 | 1.43 |
| CO | 217 | 3.95 | .97 | 217 | 2.58 | 1.08 |
| FO | 184 | 3.67 | 1.12 | 184 | 2.28 | 1.09 |
| <u>Component</u> | | | | | | |
| RA | 581 | 3.84 | 1.17 | 579 | 2.72 | 1.38 |
| AUS | 393 | 4.25 | .98 | 393 | 3.31 | 1.36 |
| NG | 24 | 3.92 | 1.08 | 24 | 3.08 | 1.35 |
| RES | 107 | 3.74 | 1.32 | 107 | 2.52 | 1.23 |
| <u>Years Active Army Service</u> | | | | | | |
| 1-3 | 717 | 4.28 | .89 | 717 | 3.35 | 1.33 |
| 4-6 | 78 | 3.72 | 1.22 | 78 | 2.44 | 1.19 |
| 7-9 | 53 | 3.55 | 1.22 | 53 | 2.11 | 1.13 |
| 10-12 | 65 | 3.49 | 1.23 | 65 | 2.17 | 1.16 |
| 13-15 | 54 | 3.61 | 1.16 | 53 | 2.15 | 1.00 |
| 16-18 | 49 | 3.31 | 1.43 | 48 | 2.04 | 1.17 |
| 19-21 | 29 | 2.93 | 1.17 | 29 | 1.90 | .92 |
| 22-24 | 24 | 3.58 | 1.26 | 24 | 2.17 | 1.07 |
| 25-27 | 28 | 2.29 | 1.62 | 28 | 1.32 | 1.00 |

¹N = number of respondents²Mean = mean scale value of reenlistment response³SD = standard deviation

Table 10 (continued)

| | Reenlist w/o Improvements | | | Reenlist with Improvements | | |
|------------------------|---------------------------|------|------|----------------------------|------|------|
| | N | Mean | SD | N | Mean | SD |
| <u>Present Branch</u> | | | | | | |
| AGC | 35 | 3.91 | 1.18 | 35 | 2.69 | 1.43 |
| Armd | 65 | 3.98 | 1.25 | 65 | 2.98 | 1.48 |
| AI | 14 | 4.43 | .62 | 14 | 2.64 | .97 |
| AMSC | 25 | 4.12 | 1.07 | 24 | 3.21 | 1.55 |
| ANC | 16 | 3.75 | .90 | 16 | 2.63 | 1.11 |
| Arty | 246 | 3.91 | 1.13 | 246 | 2.89 | 1.41 |
| Ch | 9 | 4.22 | .92 | 9 | 2.44 | 1.26 |
| CmlC | 9 | 4.22 | .63 | 9 | 3.00 | .94 |
| CE | 94 | 4.15 | 1.06 | 94 | 2.98 | 1.31 |
| DC | 19 | 3.79 | 1.10 | 19 | 2.68 | 1.30 |
| FC | 2 | 4.50 | .50 | 2 | 3.50 | .50 |
| Inf | 186 | 3.90 | 1.14 | 186 | 2.98 | 1.35 |
| JAGC | 4 | 4.00 | .71 | 4 | 2.00 | 1.00 |
| MC | 101 | 4.30 | .94 | 101 | 3.34 | 1.38 |
| MSC | 66 | 4.18 | .87 | 66 | 2.86 | 1.27 |
| MPC | 35 | 4.17 | 1.28 | 34 | 3.09 | 1.54 |
| OrdC | 15 | 3.00 | 1.32 | 15 | 2.13 | 1.09 |
| QMC | 33 | 3.70 | 1.34 | 33 | 2.55 | 1.44 |
| SigC | 30 | 3.80 | 1.14 | 30 | 2.50 | 1.36 |
| TC | 24 | 3.96 | 1.17 | 24 | 2.83 | 1.37 |
| VC | - | - | - | - | - | - |
| WAC | 12 | 3.58 | .95 | 12 | 2.25 | .92 |
| Avn | 17 | 4.06 | 1.00 | 17 | 3.00 | 1.41 |
| BCT | 4 | 3.50 | 1.12 | 4 | 2.50 | 1.50 |
| <u>Age</u> | | | | | | |
| 17-21 | 388 | 4.20 | 1.01 | 388 | 3.41 | 1.37 |
| 22-26 | 354 | 4.27 | .84 | 354 | 3.15 | 1.30 |
| 27-31 | 102 | 3.76 | 1.30 | 102 | 2.53 | 1.40 |
| 32-36 | 124 | 3.50 | 1.22 | 123 | 2.17 | 1.11 |
| 37-41 | 74 | 3.36 | 1.31 | 73 | 2.10 | 1.00 |
| 42-46 | 35 | 3.46 | 1.18 | 35 | 2.11 | 1.14 |
| 47-51 | 17 | 2.76 | 1.44 | 17 | 1.71 | .67 |
| 52-56 | 11 | 3.09 | 1.24 | 11 | 1.91 | 1.00 |
| 57-61 | 3 | 4.33 | .47 | 3 | 2.00 | .82 |
| <u>Education Level</u> | | | | | | |
| Grade School | 9 | 3.44 | 1.26 | 9 | 2.78 | 1.23 |
| Some High School | 89 | 3.99 | 1.24 | 90 | 3.11 | 1.43 |
| H.S. Graduate | 344 | 3.90 | 1.26 | 342 | 3.05 | 1.47 |
| Some College | 293 | 3.95 | 1.11 | 293 | 2.85 | 1.42 |
| College Graduate | 243 | 4.05 | .96 | 242 | 2.84 | 1.26 |
| Post Grad. Study | 134 | 4.28 | .79 | 134 | 2.90 | 1.25 |

Table 11

DISTRIBUTION OF REENLISTMENT RESPONSES
FOR E1-E4

| | Value of Reenlistment Response | | | | | N | Mean | SD |
|---|--------------------------------|---------|----------|----------|----------|-----|------|------|
| | 1 | 2 | 3 | 4 | 5 | | | |
| <u>Total Sample</u> | | | | | | | | |
| w/o improvements | 10(2%) | 14(3%) | 67(13%) | 135(27%) | 281(55%) | 507 | 4.31 | .94 |
| with improvements | 51(10%) | 81(16%) | 112(22%) | 90(18%) | 173(34%) | 507 | 3.50 | 1.36 |
| <u>Number of respondents with change of 2 units or more in value of reenlistment response before and after improvements</u> | | | | | | | | |
| w/o improvements | | | 15 | 36 | 67 | 118 | 4.43 | .77 |
| with improvements | 33 | 45 | 40 | | | 118 | 2.06 | .79 |

inclined toward reenlistment before improvements. After improvements, 26 percent were in that category. Thus it could be conjectured that the improvements suggested affected attitude toward reenlistment, increasing the numbers by about 20 percentage points.

As a way of pointing up changes influencing possible reenlistment, an arbitrary criterion of a shift of at least two scale units toward reenlistment inclination before and after improvements was used to sort those individuals most changed in their inclination toward reenlistment. Among the E1-E4 grades, this constituted a group of 118. The responses of the remaining E1-E4 (389) were then compared with those of the above group. The larger group is called Would Not Reenlist; the smaller group is called Would Reenlist. (It will be noted that 389 and 118 do not total 530, the number of E1-E4 grades in the total sample. This decrease in sample size in this part of the analysis is due to the fact that some E1-E4 respondents did not complete both parts of the reenlistment scale value.)

The differences in CI of the E1-E4 respondents who would reenlist, compared with those who would not, are shown in Table 12. A general criterion of a two to one relationship in the CI value (where at least one of the pairs of values was .05 or larger) was used to select those categories that distinguish between those respondents who would reenlist and those who would not. Thus the first category listed in Table 12 is health care for respondent, with a CI value of .05 for those that would not reenlist, and a CI value of .10 for those who would reenlist. The underscored value is the higher value; those things of greatest significance with respect to potential reenlistment are the comparisons where the CI values are relatively high for both reenlistment categories. Thus the individual who would reenlist is more concerned about:

- His health care
- Family separation
- Work hours
- Standards of personal appearance and behavior
(toward less restrictive standards)
- Harassment (reduced harassment).

The things that he is less concerned about are:

- Military justice
- On-post living conditions
- Details and extra duty
- Liberalization of Army policies
- His personal attitude toward military mission.

Table 12

**COMPARISON OF THE DIFFERENCES IN CONCERNS OF THE E1-E4 RESPONDENTS WHO WOULD REENLIST
(WITH THEIR RECOMMENDED IMPROVEMENTS) WITH THE CONCERNS OF THOSE WHO WOULD NOT**

| | Would Not Reenlist (389) | | | | Would Reenlist (118) | | | |
|--|--------------------------|------|----------------|-----|----------------------|------|----------------|-----|
| | TR | TR/R | M _I | CI | TR | TR/R | M _I | CI |
| Part I -- Likes | | | | | | | | |
| Health care for respondent | 46 | .12 | 2.18 | .05 | 27 | .23 | 2.26 | .10 |
| Part II -- Dislikes | | | | | | | | |
| Family separation | 29 | .07 | 1.96 | .03 | 15 | .13 | 2.00 | .06 |
| Military justice, punishment & corrections | 62 | .16 | 2.64 | .06 | 12 | .10 | 3.42 | .03 |
| Details & extra duty | 57 | .15 | 2.54 | .06 | 10 | .08 | 3.00 | .03 |
| Part III -- Improvements | | | | | | | | |
| Work hours | 66 | .17 | 2.84 | .06 | 32 | .27 | 2.58 | .10 |
| Standards for personal appearance & behavior | 26 | .07 | 3.17 | .02 | 15 | .13 | 2.00 | .07 |
| On-post living conditions | 88 | .23 | 2.83 | .08 | 17 | .14 | 3.20 | .04 |
| Liberalization of Army policies & missions | 47 | .12 | 2.39 | .05 | 9 | .08 | 2.83 | .03 |
| Personal attitude to military mission | 40 | .10 | 1.97 | .05 | 6 | .05 | 2.17 | .02 |
| Part IV -- Improvements | | | | | | | | |
| Harassment | 54 | .14 | 3.20 | .04 | 26 | .22 | 2.74 | .08 |

Simply, two to one differences in CI values between those who would reenlist and those who would not does not show the complete picture of the concerns of the E1-E4 who tends toward reenlistment. The two groups have many things in common. The dominant concerns of the potential reenlistee are shown in Table 13. He likes what the Army provides with respect to his personal growth and development, both in and out of service. He dislikes and suggests change in things associated with Army duty as a job: pay, duty hours, assignment, evaluation and promotion. He would like better living conditions and food; he suggests changes to reduce harassment, to help him maintain his identity, to give him greater control over his time and appearance.

POTENTIAL DISSIDENTS

Although "dissent" was never mentioned in the survey, it is possible to make estimates from the survey responses of those respondents who may be "potential dissidents"; such estimation assumes, of course, the veracity of the respondents' answers. The following criteria were used to select those respondents who might be termed potential dissidents.

1. Omitted Part I (Likes) of the survey (when he had completed the other portions), or stated, "There is nothing about the Army I like."
2. Indicated that he would reenlist under no circumstances even after improvements.
3. Used emotionally-toned words such as "fascist" or "totalitarian" to describe the Army in his responses on any part of the survey instrument.
4. Asserted that he felt severe restrictions on his freedom of speech.
5. Expressed agreement with dissident activity.

Using these criteria, 127 respondents were selected as potential dissidents from the total of 530 E1-E4 grades. To demonstrate differences in concerns of the potential dissidents from those persons more favorably inclined toward the Army, the concerns of the potential dissidents were compared with those of the potential reenlistee—those respondents in the group previously termed "would reenlist." In effect, this analysis

Table 13

(PARTS I, II, III, and IV)
E1-E4

| <u>Significant Likes - Part I</u> | | | <u>Significant Dislikes - Part II</u> | | |
|-----------------------------------|-------|---------------------------------|---------------------------------------|-------|--|
| CI | Rank* | | CI | Rank* | |
| .16 | 1 | Personal growth and maturity | .24 | 1 | Pay |
| .13 | 2 | Travel & new experience | .14 | 2 | Harassment |
| .11 | 3 | Training for job | .12 | 3 | Loss of personal identity |
| .11 | 4 | Health care for respondent | .09 | 4 | Regimentation and red tape |
| .08 | 5 | In-service academic education | .09 | 5 | Food and food service |
| .07 | 6 | GI Bill | .08 | 6 | Work hours |
| .06 | 7 | Training for growth | .08 | 7 | MOS and job assignment |
| .06 | 8 | Patriotism and pride in service | .07 | 8 | Assignment to duty station |
| .05 | 9 | Leaves and passes | .06 | 9 | Family separation |
| .05 | 10 | PX and commissary | .05 | 10 | Standards for personal appearance & behavior |
| .05 | 11 | Assignment to duty station | .05 | 11 | On-post living conditions |
| .05 | 12 | Recreation | .05 | 12 | Local procedures and systems |
| | | | .05 | 13 | Inefficiency |
| | | | .05 | 14 | Military clothing |

*Rank order of items with equal CI based on computation of values to next decimal point

dividen the E1-E4 portion of the total sample into thirds: the potential reenlistees who are most favorably inclined toward the army; the potential dissidents who are not so inclined; and those in between (who are not considered in this part of the analysis). The general nature of the differences in concerns for Part I and Part II responses is shown in Figure 5.

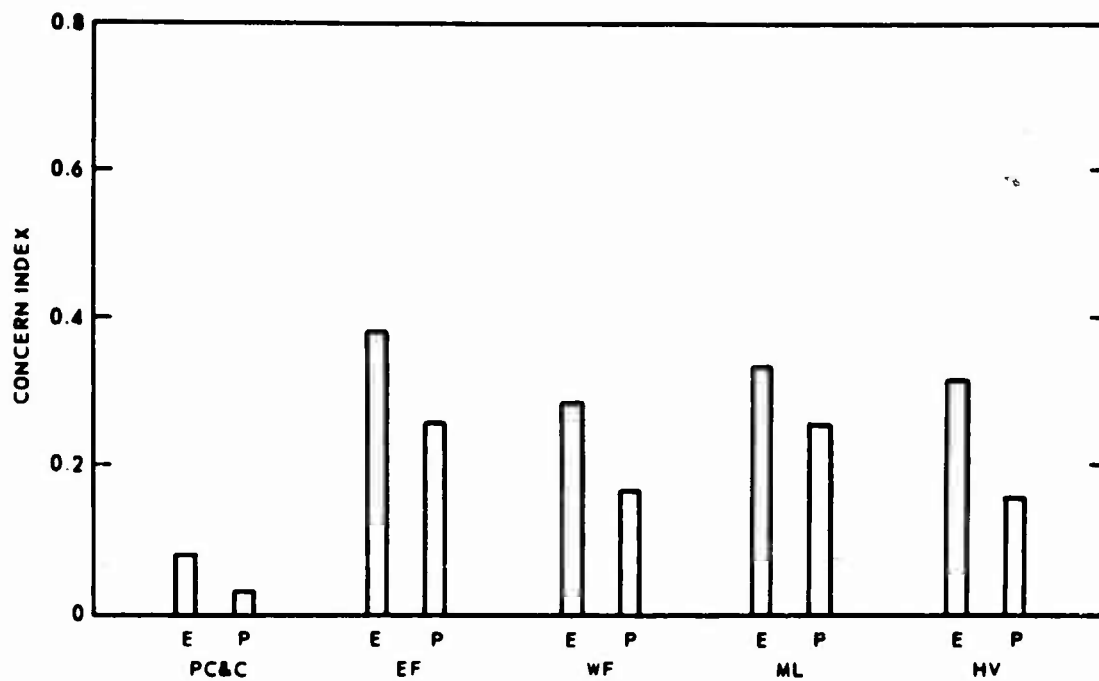
As might be expected (from the criteria used to select them), the potential dissidents like fewer things about the Army in all major areas of interest. Relatively, the likes are more disparate for Personal Comfort and Convenience, Work Factors, and Human Values.

Surprisingly, the same pattern holds for things disliked, except for Human Values, where the relationship is sharply reversed. This illustrates very well the principal source of dissident concern—the feeling that freedom of individuality and expression is being unduly thwarted. The young men who indicate they would reenlist do not share this feeling; they appear to have greater tolerance toward the conventions of Army life, or perhaps don't expect better treatment elsewhere.

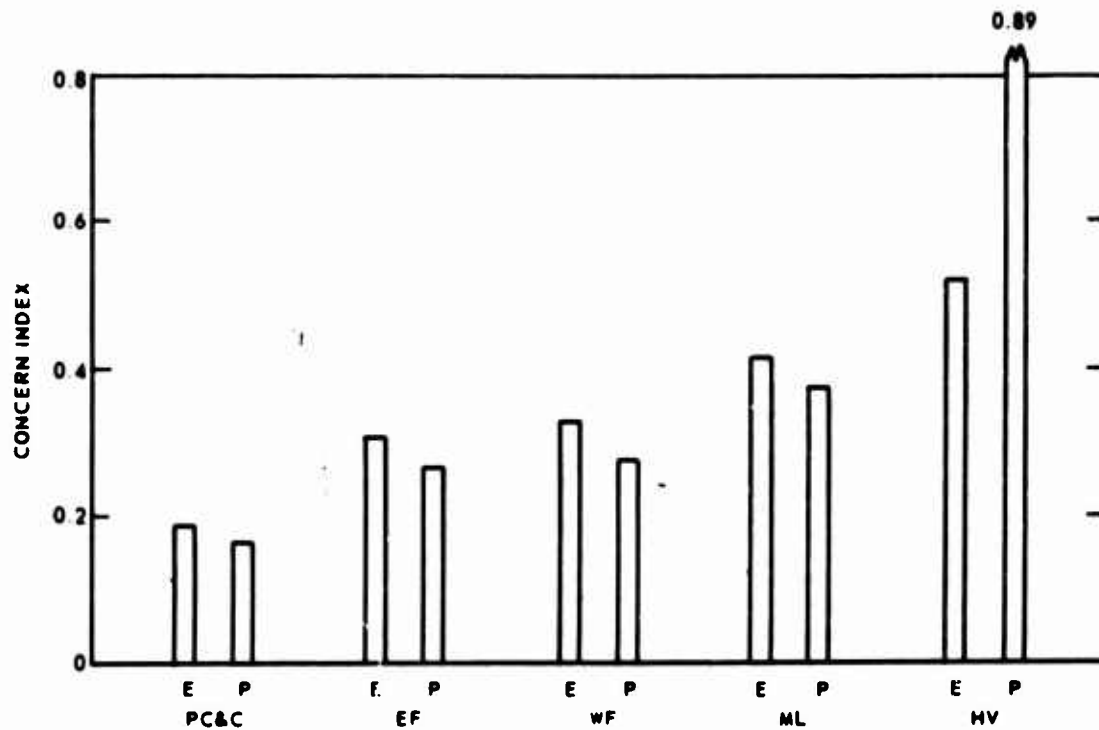
When categories of response are examined in greater detail (Table 14), differences between the two groups become explicit. As before, those categories showing a two to one relationship or greater on the CI's (when at least one of the pair of CI values was .05 or higher) are the ones chosen to demonstrate differences between the two groups. It is seen, with respect to things liked in the Army, that potential dissidents are much less concerned about training for the Army job, health care, and patriotism and pride in service.

In terms of dislikes concerning Army service, the potential dissident and the man who would reenlist vary significantly in the following categories. The potential dissident dislikes the threat toward maintenance of his personal identity, the system of military justice, details and extra duty; and he is less concerned than the potential reenlistee about military clothing, assignment procedures, and local procedures at an installation.

The kinds of changes that the potential dissident feels especially strongly about in relation to the potential reenlistee are draft modifications, assurance that his personal identity can be maintained, that his personal attitude toward military missions can be taken into account in assignments, that Army policies and missions be liberalized, and



a. Part I, Likes



b. Part II, Dislikes

Fig. 5—Concerns of Those Who Would Reenlist and Potential Dissidents (E1 to E4)

E, would reenlist, P, potential dissident

Table 14

COMPARISON OF THE DIFFERENCES BETWEEN CONCERNS OF
THE E1-E4 RESPONDENTS WHO WOULD REENLIST, AND THE CONCERNS OF POTENTIAL DISSIDENTS

| | Would Reenlist (118) | | | Potential Dissidents (127) | | |
|--|----------------------|------|------|----------------------------|------|------|
| | TR | TR/R | MI | TR | TR/R | MI |
| Part I -- Likes | | | | | | |
| Training for job | 30 | .25 | 2.27 | 13 | .10 | 2.50 |
| Health care for respondent | 27 | .23 | 2.26 | 11 | .09 | 2.30 |
| Patriotism and pride in service | 18 | .15 | 2.56 | 8 | .06 | 2.75 |
| Part II -- Dislikes | | | | | | |
| Personal identity | 36 | .31 | 2.59 | 77 | .61 | 2.09 |
| Military justice, punishment & corrections | 12 | .10 | 3.42 | 30 | .24 | 2.82 |
| Details & extra duty | 10 | .08 | 3.00 | 12 | .09 | 1.91 |
| Military clothing | 20 | .17 | 3.65 | 12 | .09 | 3.42 |
| Assignment to duty station | 17 | .14 | 2.13 | 8 | .06 | 2.38 |
| Local procedures & systems | 14 | .12 | 2.55 | 7 | .06 | 3.29 |
| Part III -- Improvements | | | | | | |
| Volunteer Army/draft modifications | 24 | .20 | 2.00 | 40 | .31 | 1.53 |
| Personal identity | 29 | .25 | 2.50 | 51 | .40 | 2.49 |
| Personal attitude to military mission | 6 | .05 | 2.17 | 31 | .24 | 2.00 |
| Liberalization of Army policies & missions | 9 | .08 | 2.83 | 22 | .17 | 2.00 |
| Military justice, punishment & corrections | 11 | .09 | 2.70 | 21 | .17 | 2.47 |
| Harassment | 13 | .11 | 3.18 | 19 | .15 | 2.56 |
| Work hours | 32 | .27 | 2.58 | 20 | .16 | 3.00 |
| Leaves & passes | 15 | .13 | 2.57 | 10 | .08 | 2.89 |
| Training for job | 20 | .17 | 2.27 | 10 | .08 | 3.00 |
| Part IV -- Improvements | | | | | | |
| Personal attitude to military mission | 8 | .07 | 1.88 | 18 | .14 | 1.93 |
| Attitude to superiors | 4 | .03 | 3.25 | 21 | .17 | 3.50 |
| Harassment | 26 | .22 | 2.74 | 16 | .13 | 3.00 |
| Training for job | 21 | .18 | 2.67 | 14 | .11 | 3.30 |
| Assignment to duty station | 22 | .19 | 2.76 | 13 | .10 | 3.30 |
| Work hours | 23 | .19 | 2.91 | 9 | .07 | 2.33 |
| Evaluation & promotion procedures | 16 | .14 | 3.00 | 9 | .07 | 2.75 |

that military justice become more "fair." The potential dissident is less concerned about work hours, assignment to duty station, leaves and passes, and training for the military job.

The most dominant concerns of potential dissidents (not necessarily those on which they differed significantly with the potential reenlistee) are shown in Table 15. Those things most liked in the Army are all associated with personal growth. Those things disliked most are threats to maintenance of personal identity, pay, and harassment. The improvements he suggests deal with pay, draft modifications, and things which the dissident feels would help him maintain his individuality in the Army. He wishes that his personal attitude toward military service could be taken into account in assignments, that Army policies and missions be liberalized, and that there be changes in the system of military justice.

It should be noted (Tables 13 and 15) that both potential reenlistees and potential dissidents are concerned with better pay, volunteer service, and loss of their individuality. They differ in the degree of their concern.

The E1-E4 grades more favorably inclined toward the Army appear to view military service more as a job, and make suggestions to improve their work conditions. They are insistent that the service enable them to grow and develop within their capabilities. They are more willing to accept the military life and either find satisfaction in it, or are more tolerant to aspects of military service that are a source of frustration to the potential dissident.

The potential reenlistee and the potential dissident are both concerned about the loss of personal identity, although the potential dissident is much more concerned. This concern is reflected in the many suggestions that ways should be developed for better communication across grades, organizational boundaries, and constraints of tradition and custom.

Table 15

Rank order of items with equal CI based on computation of values to next decimal point

CONCLUDING REMARKS

This study has examined dissident activity in the Army, grouped like activities into realistic and meaningful categories, and developed a quantitative scale of seriousness for categories of dissent. The categorization and scaling of dissent activity has utility in evaluating dissidence geographically and over time, and providing a systematic and common structure for reporting dissident activity.

Perhaps more important, the study has learned something of the characteristics of the dissident and has demonstrated differences among grade levels which help explain motivation for dissident activity. In addition, the study has been able to describe the concerns of Army personnel generally, and of potential dissidents in particular, in terms of how well the Army as an institution is felt to satisfy their needs.

It should be noted that much of what has been described is not novel. Student activists have much the same character as Army dissidents, and academic institutions are perceived by many students to have some of the same constraining features as military personnel perceive military institutions to have. The worth of such results, as has been reported, is to sensitize staffs and commanders to the needs of military personnel, so that communication across grades can be improved, irritating or nonproductive practices altered, and new procedures implemented.

Our civil society of today seems likely to demand perhaps a more tolerant, perhaps less regimented, but at any rate, changed military institutions. It is hoped that this research might help the Army to accommodate to these societal pressures, but still preserve an organization that can assure the nation's security.

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Appendix A

NATURE OF DISSIDENCE

INDICATORS OF DISSIDENCE

In the report on the first phase of this study (Volume I) on potential for dissidence in the US Army, a list of 19 activities or types of behavior that could be considered as representing some degree of dissidence was developed, as follows:

- Organized dissident activities
- Refused orders
- Deserted
- Participated in strike on post
- Member Communist-affiliated organization
- Demonstrated in uniform
- Sought sanctuary
- Demonstrated against Army conditions
- Prepared material for publication
- Distributed dissident literature
- Qualified loyalty oath
- Demonstrated against government policies
- Demonstrated against war in Vietnam
- Member protest group
- Member American Servicemen's Union (ASU)
- Signed petition
- Frequented coffee house
- Possessed dissident literature
- Applied for Conscientious Objector status

Subsequent analysis brought out that some of the categories in this list could be consolidated. It was also noted that most of the above categories included behavior with political overtones, whereas dissidence could take the form of disrespect to a superior or other behavior without political overtones. Thus after consultation with staff members of ODCSPER and CIAD, the following revised list of types of dissidence was prepared.

Organize dissident activities. Examples of behavior that would be included in this category are: inducing others to participate in a

demonstration, publishing a dissident underground newspaper, operating or assisting in the operation of a coffee house (i.e., an off-post meeting place where dissident materials are distributed and dissident views are promoted), and recruiting members for a dissident or subversive organization.

Desert. This category is also taken to include soliciting or advising another to desert, and seeking sanctuary as in a church.

Disobey orders. This implies willful disobedience, such as refusing to wear a uniform or participating in a sit-down strike.

Hold membership in a radical organization. This refers to a radical political organization, e.g., Communist Party USA, Progressive Labor Party, Weatherman faction of SDS, Revolutionary Youth Movement, Young Socialist Alliance, Black Panther Party, Student Mobilization Committee.

Show disrespect to superior. This entails behaving with disrespect or contempt to a superior.

Participate in dissident activities. This comprises participation on a more frequent basis than an isolated one-time instance in such activities as demonstrations, marches, rallies, or meetings where the issue concerns government policies or actions or Army life. It also includes frequent attendance at a coffee house (as defined under "Organize dissident activities").

Disseminate dissident material. This includes writing dissident letters to prominent persons in public life or to news media, preparing dissident material for publication, or distributing dissident or subversive material in the form of decals, leaflets, petitions, underground newspapers, etc.

Display questionable loyalty. Examples of this behavior are: qualifying loyalty oath, showing disrespect for the flag, refusing to stand for the national anthem, and making disloyal statements.

Go AWOL repeatedly. This is interpreted by the authors to mean two or more AWOL offenses for an individual in a 12-month period.

Hold membership in dissident organization. This refers to primarily service-oriented organizations, such as, American Servicemen's Union, Patriots for Peace, Concerned Officers' Movement, GI's United Against the War in Vietnam, etc.

Be derelict in duties. The essence of this item is the intent to avoid performance of a duty, work, or service which may properly or normally be expected of one in the military service. Examples are: improper care of clothing or equipment, tardiness, malingering, drunk on duty, feigning illness, etc.

Sign petition. This refers to a petition in which the theme is anti-war, anti-draft, anti-Army, or anti-government policy.

Apply for CO status. This refers to a situation where an application for conscientious objector status is made primarily to avoid military service.

This list could form the basis for a uniform system of recording and reporting dissident behavior. Such a uniform system would be readily adaptable to machine processing of the data.

SCALING OF DISSIDENCE

The statistical method of paired comparisons,* as described in Volume I, was used to develop scale values for the relative seriousness of dissidence represented by the 13 categories listed above. The judges who participated in the scaling exercise were officers and enlisted men from Fort Jackson and Fort Gordon; namely, 27 E1-E4, 25 E5-E9, 32 Company Grade officers, and 27 Field Grade officers. The form of the test and accompanying instructions are given in Annex 1 to Appendix A.

Some interesting insights are provided by a comparison of the raw score data for the four different rank groups. As noted in the test instructions, all combinations of the 13 dissidence categories taken two at a time were presented to the judges, and in each case a selection had to be made as to which item in the pair represented the more serious dissidence. The number of times that each category was mentioned as being the more serious one of a pair in which it appeared is given for the various rank groups in Table A1. To permit a direct comparison of these data, the results for E1-E4, E5-E9, and Field Grade officers were increased proportionately to make them compatible with 32 participants, as in the group of Company Grade officers. The items in Table A1 are

*Thurstone, L. L., "Psychophysical Analysis," American Journal of Psychology, 38: 368-389 (1927) (as described in Fundamental Statistics in Psychology and Education by J. P. Guilford, McGraw-Hill Company, New York, 1950, pp 555-561).

Table A1

FREQUENCY OF SELECTION OF ITEM
FOR RELATIVE SERIOUSNESS, BY GRADE GROUP

| | <u>E1-E4</u> | <u>E5-E9</u> | <u>Co. Grade Officers</u> | <u>Field Grade Officers</u> |
|--|--------------|--------------|-------------------------------|---------------------------------|
| Organize dissident activities | 260 | 215 | 303 | 322 |
| Show disrespect to superior | 193 | 201 | 253 | 224 |
| Disobey orders | 214 | 215 | 238 | 236 |
| Desert | 277 | 261 | 234 | 232 |
| Participate in dissident activities | 209 | 219 | 211 | 228 |
| Display questionable loyalty | 198 | 175 | 202 | 214 |
| Hold membership in radical organization | 222 | 213 | 221 | 225 |
| Disseminate dissident material | 190 | 195 | 199 | 211 |
| Go AWOL repeatedly | 199 | 205 | 175 | 160 |
| Hold membership in dissident organization | 184 | 199 | 169 | 157 |
| Be derelict in duties | 152 | 152 | 164 | 149 |
| Sign petition | 108 | 120 | 67 | 60 |
| Apply for CO status | 90 | 70 | 60 | 73 |

presented in decreasing order of perceived seriousness, as will be developed in the subsequent analysis.

It may be seen that all groups considered petition signing and applying for CO status substantially lower in severity than any of the other categories. Other general observations that may be made are:

- a. With the exception of the desertion category, there appears to be a tendency for the lower ranks to consider the categories at the higher end of the scale somewhat less serious than do the officers, whereas the opposite is true for the categories at the lower end of the scale. In other words, there is less spread in perceived seriousness between the high and low ends of the dissidence scale for the lower ranks than for officers.
- b. The lower ranks selected desertion as the more serious form of dissidence in the pairs in which it appeared about 15 to 20 percent oftener than the officers. In fact, this was the category mentioned most frequently by the E1-E4 group. A possible explanation for this may be that for the individual enlisted man, desertion may represent the most drastic step he can think of to express his dissatisfaction; whereas from the point of view of an officer, the desertion of an individual enlisted man would probably have little effect on the ability of his unit to accomplish its mission. A similar line of reasoning could also explain why the lower ranks selected go AWOL repeatedly about 15 to 20 percent more often than the officers as the more serious form of dissent in the pairs in which it appeared.
- c. In contrast with the results for desertion and AWOL, the officer groups selected disobeying orders and disrespect to a superior about 10 to 20 percent more often than the lower ranks as the more serious item in the pairs in which they appeared. The disparity is especially marked for junior officers in the category show disrespect to superior.

It is felt that the perception of relative seriousness of dissidence for the 13 category items by the officer group is operationally the most valid indicator of the probability of serious interference with Army functioning. Thus, in developing a relative scale of seriousness for dissident behavior, it was decided to utilize only the data for the officer groups.

When the data in Tables A2 and A3 were analyzed in the manner as described in Volume I, scale values were obtained as given in the following list.

| <u>Dissidence Indicator</u> | <u>Seriousness Scale Value</u> |
|---|--------------------------------|
| Organize dissident activities | 2.71 |
| Show disrespect to superior | 1.87 |
| Disobey orders | 1.83 |
| Desert | 1.78 |
| Participate in dissident activities | 1.61 |
| Display questionable loyalty | 1.54 |
| Hold membership in radical organization | 1.53 |
| Disseminate dissident material | 1.45 |
| Go AWOL repeatedly | 1.15 |
| Hold membership in dissident organization | 1.10 |
| Be derelict in duties | 1.03 |
| Sign petition | 0.01 |
| Apply for CO status | 0.00 |

Since the above scale values do not represent seriousness in any absolute sense, but only relative differences in perceived seriousness, it was decided to transform these values further for the sake of simplicity. The values were first multiplied by a constant factor such that the scale value of the most serious dissident activity was increased to 9.0. Then since it was felt that even the lowest item on the list represented some degree of dissidence, a value of 1 was arbitrarily assigned to it. To allow for this, all the values were increased by 1, so that the range of the scale then became from 1 to 10. As a final step, the individual scale values were rounded to the nearest half, since the coarseness of the data made any attempt at a more refined scale meaningless. The final adjusted scale values are as shown in Table A4.

It may be seen that the various indicators of dissidence fall into a few groups, each consisting of items of roughly the same perceived seriousness. This scale could be applied to the list of individual dissidents at a given post from one time period to another and thus arrive at a quantitative value for any change in apparent dissidence over the given time period.

Table A2

NUMBER OF TIMES* EACH ACTIVITY JUDGED TO REPRESENT THE MORE SERIOUS DISSENT

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 1 | | 13 | 11 | 8 | 14 | 16 | 16 | 20 | 23 | 14 | 16 | 4 | 14 |
| 2 | 14 | | 18 | 6 | 13 | 15 | 14 | 18 | 23 | 12 | 14 | 7 | 16 |
| 3 | 13 | 13 | | 5 | 13 | 18 | 8 | 17 | 22 | 13 | 13 | 3 | 13 |
| 4 | 14 | 14 | 16 | | 16 | 21 | 17 | 16 | 31 | 16 | 17 | 3 | 15 |
| 5 | 16 | 15 | 18 | 9 | | 17 | 19 | 21 | 16 | 19 | 21 | 8 | 15 |
| 6 | 14 | 15 | 16 | 12 | 20 | | 20 | 17 | 18 | 19 | 14 | 5 | 13 |
| 7 | 11 | 21 | 18 | 6 | 20 | 14 | | 28 | 25 | 27 | 21 | 2 | 19 |
| 8 | 19 | 21 | 18 | 4 | 18 | 21 | 18 | | 23 | 24 | 16 | 6 | 17 |
| 9 | 19 | 20 | 13 | 9 | 18 | 16 | 18 | 21 | | 18 | 19 | 11 | 15 |
| 10 | 26 | 28 | 26 | 24 | 24 | 29 | 29 | 27 | 30 | | 26 | 19 | 25 |
| 11 | 21 | 25 | 23 | 21 | 21 | 26 | 23 | 25 | 27 | 23 | | 23 | 14 |
| 12 | 13 | 14 | 7 | 9 | 11 | 12 | 12 | 22 | 15 | 12 | 13 | 7 | 11 |
| 13 | 12 | 16 | 8 | 7 | 12 | 17 | 25 | 26 | 24 | 21 | 21 | 9 | 18 |
| 14 | 12 | 19 | 6 | 6 | 16 | 18 | 16 | 23 | 23 | 20 | 17 | 9 | 20 |
| 15 | 11 | 12 | 10 | 3 | 16 | 12 | 12 | 18 | 18 | 12 | 15 | 8 | 13 |
| 16 | 10 | 7 | 11 | 9 | 13 | 10 | 10 | 15 | 18 | 13 | 13 | 3 | 7 |
| 17 | 12 | 11 | 16 | 3 | 15 | 18 | 18 | 18 | 29 | 15 | 16 | 6 | 14 |
| 18 | 11 | 8 | 9 | 1 | 9 | 14 | 14 | 12 | 25 | 14 | 18 | 3 | 9 |
| 19 | 13 | 17 | 5 | 7 | 13 | 15 | 15 | 16 | 17 | 17 | 15 | 5 | 13 |
| 20 | 8 | 15 | 4 | 3 | 7 | 14 | 14 | 16 | 21 | 14 | 14 | 0 | 10 |
| 21 | 9 | 12 | 4 | 4 | 11 | 13 | 13 | 12 | 21 | 15 | 13 | 4 | 18 |
| 22 | 7 | 9 | 6 | 6 | 6 | 9 | 5 | 9 | 11 | 11 | 6 | 6 | 8 |
| 23 | 10 | 8 | 8 | 7 | 3 | 10 | 9 | 16 | 13 | 8 | 9 | 4 | 9 |
| 24 | 13 | 16 | 10 | 5 | 6 | 14 | 16 | 20 | 16 | 15 | 2 | 2 | 17 |
| 25 | 4 | 9 | 10 | 2 | 11 | 15 | 15 | 22 | 12 | 12 | 11 | 6 | 12 |
| 26 | 6 | 3 | 7 | 4 | 10 | 7 | 8 | 12 | 7 | 7 | 7 | 3 | 6 |
| 27 | 5 | 1 | 7 | 2 | 8 | 3 | 11 | 12 | 11 | 10 | 8 | 2 | 9 |
| 28 | 1 | 1 | 4 | 0 | 4 | 2 | 6 | 5 | 13 | 13 | 8 | 0 | 8 |
| 29 | 13 | 15 | 8 | 8 | 12 | 15 | 10 | 16 | 14 | 14 | 8 | 8 | 10 |
| 30 | 13 | 12 | 6 | 7 | 13 | 12 | 11 | 17 | 13 | 11 | 11 | 5 | 12 |
| 31 | 10 | 16 | 5 | 4 | 11 | 17 | 18 | 16 | 21 | 15 | 1 | 1 | 12 |
| 32 | 11 | 14 | 3 | 4 | 7 | 13 | 12 | 15 | 14 | 13 | 13 | 3 | 16 |
| 33 | 11 | 13 | 6 | 4 | 8 | 12 | 12 | 21 | 18 | 13 | 6 | 3 | 12 |
| 34 | 8 | 12 | 11 | 6 | 12 | 12 | 12 | 16 | 18 | 14 | 3 | 3 | 10 |
| 35 | 11 | 15 | 11 | 6 | 11 | 16 | 18 | 17 | 22 | 17 | 6 | 6 | 13 |
| 36 | 10 | 14 | 11 | 4 | 10 | 9 | 14 | 16 | 19 | 14 | 4 | 4 | 9 |
| 37 | 23 | 20 | 19 | 21 | 18 | 19 | 22 | 21 | 25 | 19 | 21 | 20 | 20 |
| 38 | 21 | 22 | 20 | 14 | 18 | 22 | 22 | 21 | 22 | 20 | 22 | 21 | 21 |
| 39 | 26 | 29 | 30 | 13 | 23 | 26 | 32 | 30 | 30 | 31 | 26 | 28 | 28 |
| 40 | 20 | 24 | 21 | 13 | 18 | 24 | 23 | 21 | 27 | 24 | 23 | 23 | 24 |
| 41 | 13 | 11 | 12 | 7 | 16 | 14 | 14 | 19 | 12 | 17 | 15 | 7 | 4 |
| 42 | 16 | 12 | 12 | 10 | 14 | 18 | 15 | 16 | 19 | 13 | 15 | 4 | 4 |
| 43 | 15 | 17 | 13 | 7 | 14 | 18 | 17 | 15 | 23 | 20 | 19 | 4 | 4 |
| 44 | 13 | 15 | 10 | 5 | 7 | 18 | 9 | 15 | 19 | 11 | 18 | 3 | 3 |

1. Member dissident organization
2. Disseminate dissident material
3. Be derelict in duties
4. Sign petition
5. Go AWOL repeatedly
6. Participate in dissident activities
7. Show disrespect to superior
8. Desert
9. Organize dissident activities
10. Disobey orders
11. Hold membership in radical organization
12. Apply for CO status
13. Display questionable loyalty

*The numbers in each cell are the number of times that the activity represented by the column in which the cell is located was selected as more serious in terms of dissent than the activity for the corresponding row. The numbers in each cell from left to right diagonally are:
 E1-E4 (total 27)
 E5-E9 (total 25)
 Company grade officers (total 32)
 Field grade officers (total 27)



Table A3
ANALYSIS* OF DISSENT SCALE DATA
(Company Grade and Field Grade Officers)

| | 9 | 7 | 10 | 8 | 6 | 13 | 11 | 2 | 5 | 1 | 3 | 4 | 12 |
|--------------------|--------|-------|-------|-------|-------|-------|-------|------|--------|--------|--------|---------|---------|
| 9 | | .17 | .24 | .17 | .08 | .28 | .31 | .03 | .20 | .10 | .18 | .03 | .03 |
| 7 | .42 | | .29 | .28 | .27 | .33 | .27 | .27 | .18 | .27 | .14 | .12 | .07 |
| 10 | .553 | .025 | | .47 | .46 | .56 | .46 | .46 | .31 | .31 | .27 | .14 | .07 |
| 8 | .553 | .025 | .28 | | .51 | .47 | .47 | .51 | .31 | .36 | .14 | .14 | .07 |
| 6 | .553 | .025 | .28 | .29 | | .49 | .49 | .42 | .17 | .37 | .34 | .12 | .14 |
| 13 | .553 | .025 | .28 | .29 | .30 | | .44 | .42 | .17 | .37 | .34 | .12 | .14 |
| 11 | .553 | .025 | .28 | .29 | .30 | .36 | | .42 | .17 | .37 | .34 | .12 | .14 |
| 2 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | | .42 | .17 | .37 | .34 | .12 |
| 5 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | .38 | | .42 | .17 | .37 | .34 |
| 1 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | .38 | .39 | | .42 | .17 | .37 |
| 3 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | .38 | .39 | .40 | | .42 | .17 |
| 4 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | .38 | .39 | .40 | .41 | | .42 |
| 12 | .553 | .025 | .28 | .29 | .30 | .36 | .37 | .38 | .39 | .40 | .41 | .42 | |
| \sum | 12.422 | 4.643 | 4.362 | 3.843 | 2.321 | 1.688 | 1.601 | .856 | -1.974 | -2.425 | -3.011 | -12.488 | -12.515 |
| M_z | .956 | .357 | .336 | .296 | .178 | .130 | .123 | .066 | -.152 | -.187 | -.232 | -.961 | -.963 |
| $M_z\sqrt{2}$ | 1.35 | .51 | .47 | .42 | .25 | .18 | .17 | .09 | -.21 | -.26 | -.33 | -1.35 | -1.36 |
| $M_z\sqrt{2+1.36}$ | 2.71 | 1.87 | 1.83 | 1.78 | 1.61 | 1.54 | 1.53 | 1.45 | 1.15 | 1.10 | 1.03 | 0.01 | 0.00 |

*In each cell, the top number is the number of times, and the middle number is the proportion of times, that the dissenting behavior represented by the column in which the cell is located was selected as more serious than the activity for the corresponding row. The bottom number is the standard score value for that proportion. The column and row numbers correspond to those in the list in Table A2.

Table A4

SCALE VALUES FOR SERIOUSNESS OF DISSIDENCE

| Dissidence Indicator | Adjusted Scale Value |
|---|----------------------|
| Organize dissident activities | 10 |
| Show disrespect to superior | 7 |
| Disobey orders | 7 |
| Desert | 7 |
| Participate in dissident activities | 6 |
| Display questionable loyalty | 6 |
| Hold membership in radical organization | 6 |
| Disseminate dissident material | 6 |
| Go AWOL repeatedly | 4.5 |
| Hold membership in dissident organization | 4.5 |
| Be derelict in duties | 4.5 |
| Sign petition | 1 |
| Apply for CO status | 1 |

MOTIVATION FOR DISSIDENCE

The motivation for any particular dissident activity may be considered to fall, in whole or in part, into one of three categories—systemic, humanistic, or political—as defined in Volume I. At the same time that the paired comparison test was given at Fort Gordon and Fort Jackson to determine scale values for the seriousness of the previously-listed 13 dissidence indicators, a questionnaire was also administered to obtain estimates of the breakdown of these into the three motivational categories, on a scale of 10. The form of the questionnaire and accompanying instructions are given in Annex 2 to Appendix A.

The data were arranged in the four grade groups of the participants, and averages computed and converted to percentages as given in Table A5. For example, on the average, the E1-E4 grades divide motivation leading to going AWOL repeatedly into about 60 percent for humanistic (personal) reasons, i.e., the way the individual is treated in the Army; about

Table A5
ESTIMATED MOTIVATIONAL BREAKDOWN OF DISSIDENCE, BY GRADE
(percentages)

| | Systemic Component | | | | Humanistic Component | | | | Political Component | | | |
|---|--------------------|------|------|------|----------------------|------|------|------|---------------------|------|------|------|
| | A* | B* | C* | D* | A* | B* | C* | D* | A* | B* | C* | D* |
| Organize dissident activities | 20 | 15 | 20 | 10 | 33 | 30 | 25 | 25 | 47 | 55 | 55 | 65 |
| Show disrespect to superior | 32 | 38 | 43 | 46 | 55 | 49 | 41 | 37 | 13 | 13 | 16 | 17 |
| Disobey orders | 33 | 40 | 46 | 46 | 51 | 50 | 40 | 35 | 16 | 10 | 14 | 19 |
| Desert | 29 | 39 | 43 | 38 | 51 | 47 | 34 | 49 | 20 | 14 | 23 | 13 |
| Participate in dissident activities | 22 | 23 | 22 | 12 | 30 | 37 | 24 | 35 | 48 | 40 | 54 | 53 |
| Display questionable loyalty | 14 | 18 | 20 | 08 | 50 | 47 | 23 | 27 | 36 | 35 | 57 | 65 |
| Hold membership in radical organization | 16 | 22 | 16 | 07 | 33 | 42 | 26 | 30 | 51 | 36 | 58 | 63 |
| Disseminate dissident material | 17 | 25 | 15 | 14 | 30 | 35 | 32 | 27 | 53 | 40 | 53 | 59 |
| Go AWOL repeatedly | 26 | 38 | 47 | 46 | 60 | 49 | 43 | 45 | 14 | 13 | 10 | 09 |
| Hold membership in dissident organization | 23 | 21 | 15 | 12 | 33 | 26 | 29 | 30 | 44 | 53 | 56 | 58 |
| Be derelict in duties | 40 | 46 | 43 | .43 | 47 | 44 | 45 | 38 | 13 | 10 | 12 | 19 |
| Sign petition | 21 | 26 | 27 | 29 | 47 | 44 | 35 | 36 | 32 | 30 | 38 | 35 |
| Apply for CO status | 20 | 26 | 12 | 13 | 41 | 50 | 52 | 54 | 39 | 24 | 36 | 33 |
| Average | 24.1 | 29.0 | 28.4 | 24.9 | 43.2 | 42.4 | 34.5 | 36.0 | 32.7 | 28.6 | 37.1 | 39.1 |

A* E1-E4
B* E5-E9
C* Co. Grade
D* Field Grade

26 percent for systemic (institutional) reasons, i.e., complaints about Army life in general; and about 14 percent for political (ideological) reasons, i.e., disagreement with Army missions or government policies. The data suggest that differences in perception do exist to some degree, differences that could be important in decisions on ways to reduce dissidence.

For example, the averages of the various columns may be considered to provide a rough guide to the perceptions of the various grade groups as to the basic causes of dissidence in the Army. When the E1-E4 average values for the systemic, humanistic, and political components are compared with those for the E5-E9 group, it is seen both groups believe that a little over 40 percent of the motivation for dissidence is based on humanistic reasons. There is some disagreement with the remainder. The E5-E9 group sees the systemic and political motivation as about the same (29.0% vs 28.6%), whereas the E1-E4 grades think that there is substantially more political motivation than systemic (32.7% vs 24.1%). Both officer groups differed with the E1-E4 group in that they assign a much higher role to political motivation and a correspondingly lower degree to humanistic motivation for dissidence.

Differences in perception are especially marked for some items. For example, for the item go AWOL repeatedly, the senior officers view about 46 percent of its motivation as a manifestation of dissatisfaction with Army life, compared to 26 percent for the E1-E4 group. In contrast, the E1-E4 group view it as based about 60 percent on humanistic reasons, as compared with 45 percent for the field grade officers. Similarly for the item display questionable loyalty, the officer group viewed it as primarily politically motivated (65% and 57% vs 36% for E1-E4), whereas the E1-E4 group viewed it as primarily humanistically motivated (50% vs 23% and 27% for the officer grades).

The differences appear to be consistent for every dissidence category, namely, that officers perceive dissidence to be based on humanistic reasons to a lesser degree than the E1-E4 group. There is one interesting exception: apply for CO status. The E1-E4 group appears to view this item as motivated by political and systemic reasons as compared with humanistic reasons to a greater degree than does the officer group.

The above analysis, which is admittedly superficial, nevertheless suggests that the motivation for dissidence as perceived by the group that contains most of the dissidents, namely E1-E4, is based much more on the way the individual is treated in the Army than is thought by the higher ranks. This observation is further supported by the results of the survey described in the body of the report. In other words, although improvements such as better housing, increased pay, and more creature comforts could serve to reduce dissidence to some extent, a more productive area for introducing changes could be in the nature of the interpersonal contacts and communications among those in the E1-E4 group and their superiors.

Additional insight into the views and feelings of the lower ranks is provided by the following verbatim excerpts from an informal discussion by one of the analysts on this study with the chaplain and twelve enlisted men at Fort Gordon in May 1970.

The thing that bothers me is that as soon as I walk into a classroom I get this feeling of...well...quite a few people right away see an EM and look at it that you are inferior to themselves...and in many instances, he [the EM] has a better education than they do.

There are very few things a two-year man can get into that require any real intellectual ability...any real skills.

All the higher officers you could talk to. The Colonels or Lieutenant Colonels would come in, sit down, and talk with you man-to-man. You meet them on the street and they wave, they wouldn't salute...they respected you more for the work you were doing. When you get down to the company, the Captain likes to step all over your head....

It's very frustrating...we aren't required to think. Not only that, you're penalized if you do. I've tried to reason with NCO's and immediately they think you're threatening the system; as soon as you raise a question. And as soon as they feel you're threatening it, they shut it off.

Many of our negative attitudes are the great result of our basic training, because in basic training everything is worked by fear...if you don't do this, you're going to low-crawl 500 yards, and if you don't do that, you're going to do 5,000 push-ups....

They don't even call you a human being. They call you a degrading term, a trainee. According to their understanding, we're lower than everything....

It is nowhere more true than in the Army that human values, the human individual...human life, the very one ultimate human value has been put on the bottom....

If I have a problem, and it's a racial problem, I can't tell my problem to a white man because he really doesn't understand. Just like my cultural background is different. The things I do, a white guy might not even think of doing...and yet when it comes to punishment, I'm not given any means to justify myself. It's not taken into consideration that I was brought up and raised this way. I'm me, I'm black and different from you.

World War II was a completely different thing. You wouldn't find too much opposition. I probably wouldn't have been opposed...I'm not a complete pacifist. ...The idea that I have something to give to my country is worth while to me.

If I could give it the things that are really visible and apparent to me. If I could help the black people; if I could help the environment....

This generation is more detached from material and power objectives and is trying to reassert human values. They dissent with what is happening because they care about their country ...it is what is happening to it that they hate.

Although it was felt that it would be more useful to use officer opinion as a basis for developing a scale of seriousness of dissidence, it is considered that it would be more useful to use the perceptions of the E1-E4 group (to which most dissidents belong) for classifying the motivational components of dissidence. Thus in subsequent analysis of the motivational components of dissidence, it is felt that only the percentages as derived for the E1-E4 group in Table A5 should be used.

DISSIDENT DATA RECORDING

The preceding analyses may be combined to develop a format for maintaining uniform data on dissident activity. At each post, a separate card would be maintained for each individual whose behavior warranted listing in one of the 13 dissident indicator categories as previously described. If more than one type of activity is involved, all would be listed, but only the one with the highest severity scale value would be used in determining the relative seriousness of dissidence represented by that individual.

At any point in time, then, a simple tabulation could be made of all the individuals in the card file and the total dissidence scale value

determined. A breakdown into motivation components could also be obtained if desired, with the aid of Table A5.

It is evident that the card file would have to be subject to periodic review since the individuals listed may become more active or less active, and updated as necessary. For example, a period of inactivity of as long as six months may warrant dropping an individual from the list entirely.

20 July 1970

Annex 1 to Appendix A
INSTRUCTIONS FOR SCALING OF DISSENTING ACTIVITIES

Current manifestations of dissent in the Army, although not at a level that would seriously endanger the accomplishment of the Army missions, nevertheless are causing sufficient concern that a study is being undertaken to determine the potential for dissidence in the Army. We are considering dissenting activities to include a wide range of protest — from an extension of normal "griping," to racial protest, to willful disobedience, to desertion.

The Research Analysis Corporation (RAC) has been authorized to conduct this study. The progress of the RAC study would be assisted materially if you could serve as one of a test group to complete the attached questionnaire. On the first sheet are listed 13 types of activities that have been considered dissenting to some degree, however slight. Please read the list of dissenting activities over carefully before beginning.

On the remaining pages, these 13 items are arranged in pairs, identified by their number in the list and key words as underlined in the list. No pair of items appears more than once. For each pair, please circle the item that you feel represents the more serious dissenting activity. To assist in the analysis of the questionnaire, a choice must be made in each case — no ties are allowed.

For example, if we consider item 68, you would probably feel that "organize dissident activities" represents a more serious form of dissent than "sign petition," so that your entry would appear as below.

68. 4 - Sign petition ⑨ - Organize dissident activities

Please try to make your choice quickly without worrying about possible internal inconsistencies. These will take care of themselves in the analysis of group results.

Finally, please check the box appropriate to your rank at the end of the questionnaire.

POTENTIAL INDICATORS OF DISSENT

1. Hold membership in a primarily service-oriented dissident organization. (e.g., American Servicemen's Union, Patriots for Peace, Concerned Officers Movement, GI's United Against the War in Vietnam.)
2. Disseminate dissident material. (This includes writing dissenting letters to prominent persons in public life or to news media, preparing dissenting material for publication, or distributing dissenting or subversive material in the form of decals, leaflets, petitions, underground newspapers, etc.)
3. Be derelict in the performance of duties. (e.g., improper care of clothing or equipment, tardiness, malingering, drunk on duty, feigning illness. The essence is the design to avoid performance of any duty, work, or service which may properly or normally be expected of one in the military service.)
4. Sign dissident petition. (This refers to a petition in which the theme is anti-war, anti-draft, anti-Army, or anti-government policy.)
5. Go AWOL repeatedly.
6. Participate in dissident activities. (This comprises participation on a more frequent basis than an isolated one-time instance in such activities as demonstrations, marches, rallies, or meetings where the issue concerns government policies or actions or Army life. It also includes frequent attendance at a coffee house, i.e., an off-post meeting place where dissenting materials are distributed and dissenting views are promoted.)
7. Behave with disrespect or contempt to a superior.
8. Desert. (This category is also taken to include soliciting or advising another to desert, and seeking sanctuary as in a church.)
9. Organize dissident activities. (e.g., induce others to participate in demonstration, publish dissident underground newspaper, operate or assist in the operation of a coffee house, recruit members for dissident or subversive organization.)
10. Willfully disobey orders. (e.g., refuse to train, refuse to wear uniform, participate in sit-down strike.)
11. Hold membership in a radical political organization. (e.g., Communist Party USA, Progressive Labor Party, Weathermen, Revolutionary Youth Movement, Young Socialist Alliance, Black Panther Party, Student Mobilization Committee.)
12. Apply for CO status to avoid military service.
13. Display questionable loyalty. (e.g., qualify loyalty oath, show disrespect to the flag, refuse to stand for national anthem, make disloyal statements.)

Circle the item in each part that you feel represents the more serious dissent. You must make a choice. No ties allowed.

- | | |
|--|--------------------------------------|
| 1. 6 - Participate dissident activities | 11 - Member radical organization |
| 2. 5 - AWOL repeatedly | 12 - Apply CO status |
| 3. 11 - Member radical organization | 5 - AWOL repeatedly |
| 4. 3 - Derelict in duties | 1 - Member dissident organization |
| 5. 8 - Desert | 9 - Organize dissident activities |
| ----- | |
| 6. 12 - Apply CO status | 4 - Sign petition |
| 7. 7 - Disrespect to superior | 12 - Apply CO status |
| 8. 2 - Disseminate dissident material | 7 - Disrespect to superior |
| 9. 10 - Disobey orders | 8 - Desert |
| 10. 12 - Apply CO status | 8 - Desert |
| ----- | |
| 11. 1 - Member dissident organization | 4 - Sign petition |
| 12. 9 - Organize dissident activities | 12 - Apply CO status |
| 13. 7 - Disrespect to superior | 8 - Desert |
| 14. 11 - Member radical organization | 3 - Derelict in duties |
| 15. 1 - Member dissident organization | 12 - Apply CO status |
| ----- | |
| 16. 10 - Disobey orders | 13 - Questionable loyalty |
| 17. 1 - Member dissident organization | 10 - Disobey orders |
| 18. 5 - AWOL repeatedly | 6 - Participate dissident activities |
| 19. 1 - Member dissident organization | 6 - Participate dissident activities |
| 20. 10 - Disobey orders | 2 - Disseminate dissident material |
| ----- | |
| 21. 4 - Sign petition | 13 - Questionable loyalty |
| 22. 8 - Desert | 6 - Participate dissident activities |
| 23. 12 - Apply CO status | 13 - Questionable loyalty |
| 24. 3 - Derelict in duties | 6 - Participate dissident activities |
| 25. 2 - Disseminate dissident material | 9 - Organize dissident activities |
| ----- | |
| 26. 6 - Participate dissident activities | 4 - Sign petition |
| 27. 1 - Member dissident organization | 8 - Desert |
| 28. 12 - Apply CO status | 6 - Participate dissident activities |
| 29. 7 - Disrespect to superior | 3 - Derelict in duties |
| 30. 9 - Organize dissident activities | 5 - AWOL repeatedly |
| ----- | |

| | | |
|-------|--------------------------------------|------------------------------------|
| 31. | 6 - Participate dissident activities | 2 - Disseminate dissident material |
| 32. | 7 - Disrespect to superior | 10 - Disobey orders |
| 33. | 4 - Sign petition | 11 - Member radical organization |
| 34. | 6 - Participate dissident activities | 7 - Disrespect to superior |
| 35. | 4 - Sign petition | 2 - Disseminate dissident material |
| ----- | | |
| 36. | 5 - AWOL repeatedly | 8 - Desert |
| 37. | 2 - Disseminate dissident material | 3 - Derelict in duties |
| 38. | 10 - Disobey orders | 11 - Member radical organization |
| 39. | 11 - Member radical organization | 9 - Organize dissident activities |
| 40. | 4 - Sign petition | 7 - Disrespect to superior |
| ----- | | |
| 41. | 2 - Disseminate dissident material | 13 - Questionable loyalty |
| 42. | 11 - Member radical organization | 7 - Disrespect to superior |
| 43. | 9 - Organize dissident activities | 10 - Disobey orders |
| 44. | 8 - Desert | 4 - Sign petition |
| 45. | 12 - Apply CO status | 10 - Disobey orders |
| ----- | | |
| 46. | 13 - Questionable loyalty | 3 - Derelict in duties |
| 47. | 11 - Member radical organization | 1 - Member dissident organization |
| 48. | 6 - Participate dissident activities | 9 - Organize dissident activities |
| 49. | 3 - Derelict in duties | 10 - Disobey orders |
| 50. | 9 - Organize dissident activities | 7 - Disrespect to superior |
| ----- | | |
| 51. | 8 - Desert | 13 - Questionable loyalty |
| 52. | 13 - Questionable loyalty | 11 - Member radical organization |
| 53. | 4 - Sign petition | 5 - AWOL repeatedly |
| 54. | 10 - Disobey orders | 4 - Sign petition |
| 55. | 13 - Questionable loyalty | 1 - Member dissident organization |
| ----- | | |
| 56. | 5 - AWOL repeatedly | 3 - Derelict in duties |
| 57. | 1 - Member dissident organization | 2 - Disseminate dissident material |
| 58. | 2 - Disseminate dissident material | 5 - AWOL repeatedly |
| 59. | 11 - Member radical organization | 12 - Apply CO status |
| 60. | 2 - Disseminate dissident material | 11 - Member radical organization |
| ----- | | |

| | |
|--|--------------------------------------|
| 61. 8 - Desert | 2 - Disseminate dissident material |
| 62. 13 - Questionable loyalty | 9 - Organize dissident activities |
| 63. 9 - Organize dissident activities | 1 - Member dissident organization |
| 64. 3 - Derelict in duties | 4 - Sign petition |
| 65. 8 - Desert | 11 - Member radical organization |
| ----- | |
| 66. 6 - Participate dissident activities | 13 - Questionable loyalty |
| 67. 3 - Derelict in duties | 12 - Apply CO status |
| 68. 4 - Sign petition | 9 - Organize dissident activities |
| 69. 7 - Disrespect to superior | 1 - Member dissident organization |
| 70. 13 - Questionable loyalty | 5 - AWOL repeatedly |
| ----- | |
| 71. 9 - Organize dissident activities | 3 - Derelict in duties |
| 72. 7 - Disrespect to superior | 5 - AWOL repeatedly |
| 73. 10 - Disobey orders | 6 - Participate dissident activities |
| 74. 3 - Derelict in duties | 8 - Desert |
| 75. 5 - AWOL repeatedly | 10 - Disobey orders |
| ----- | |
| 76. 12 - Apply CO status | 2 - Disseminate dissident material |
| 77. 5 - AWOL repeatedly | 1 - Member dissident organization |
| 78. 13 - Questionable loyalty | 7 - Disrespect to superior |
| ----- | |

Field Grade Officer _____

Company Grade Officer _____

E5-E9 _____

E1-E4 _____

Other _____

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Annex 2 to Appendix A

DISSENT MOTIVATION

In a subsequent phase of this study, we will be concerned with possible ways to reduce dissent. For that purpose, it will be important to know not only the extent of dissent at a post, but also something about its causes. These causes are embedded in the motivations and value systems of the individual dissidents.

The manifestation of dissenting activity may be related to different motives on the part of the individual involved. These motives would appear to fall into three general categories that we are tentatively calling systemic, humanistic, and political. We have defined our use of these terms as follows:

Systemic dissent. Dissenting activities that are concerned with the nature of Army regulations and procedures, and the administration of the Army as an institution. Traditional griping is basically systemic dissent.

Humanistic dissent. Dissenting activities that are concerned with the treatment of an individual within the Army system in the accomplishment of the Army mission. In other words, they are related to the essential dignity and worth of a man.

Political dissent. Dissenting activities that are concerned with government policies and the mission of the Army.

A breakdown of the various dissenting activities into components along these lines is felt to be important because it would appear that reductions in dissent can probably be achieved most readily in the areas of systemic and humanistic dissent, through procedural changes, for example.

In the table on the following page, you are asked to estimate the motivation composition of each of the 13 listed items on a 10-point scale. For example, if you feel that "organize dissident activities" is largely politically motivated, with perhaps a small humanistic element, you might score this item as follows:

| | <u>Systemic Component</u> | <u>Humanistic Component</u> | <u>Political Component</u> |
|-------------------------------|-------------------------------|---------------------------------|--------------------------------|
| Organize dissident activities | 0 | 1 | 9 |

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ESTIMATED MOTIVATIONAL BREAKDOWN OF DISSENT

| | Systemic Component | Humanistic Component | Political Component |
|----------------------------------|-----------------------|-------------------------|------------------------|
| Member dissident organization | | | |
| Disseminate dissident material | | | |
| Derelict in duties | | | |
| Sign petition | | | |
| AWOL repeatedly | | | |
| Participate dissident activities | | | |
| Disrespect to superior | | | |
| Desert | | | |
| Organize dissident activities | | | |
| Disobey orders | | | |
| Member radical organization | | | |
| Apply CO status | | | |
| Questionable loyalty | | | |

Appendix B
CODING RATIONALE FOR OPINION SURVEY

GENERAL

As described in Annex 1 to Appendix B, an opinion survey was conducted to determine the views of servicemen on conditions, practices, and customs in the Army. The survey questions were open-ended and solicited opinions in the following areas:

- a. Things liked about the Army
- b. Things disliked about the Army
- c. Suggestions for making the Army a better place in which to serve
- d. Potential for reenlistment.

Since the survey questions were open-ended, it was necessary to develop a method for coding the responses in order to permit subsequent computer analysis of the results. From a preliminary examination of a sample of the survey returns, it appeared that the responses relating to likes, dislikes, and improvements could be grouped into six broad areas of interest that were tentatively named as follows:

- Physical Comfort and Well-Being
- Economic Factors
- Job Satisfaction
- Social Factors
- Military Life
- Human Values

Each area of interest was assigned a letter identifier and specific items falling within a given area were numbered sequentially from 1 to 9. If there were more than 9 items in a given category, an additional letter identifier was assigned. To reduce the possibility of transcription error, the letters D, G, I, and O were not used. The preliminary code list, which

was used to transfer the survey results to punched cards, is given below. Explanatory notes on some of the items are also given. The categories labeled "other" are generally convenient slots for lumping together somewhat similar infrequent responses, as will be described later. It may be noted that there are a few instances where the same item is included in more than one code category; e.g., career planning is shown under both F4 and H7. These apparent inconsistencies, which arose because the coding was done by four individual coders, were resolved in the analysis of results.

PRELIMINARY DATA CODE

A. Physical Comfort and Well-Being

A.1. Living Conditions. Refers to the adequacy in terms of comfort and convenience of accommodations furnished on post to bachelor officers and enlisted men and women. It does not refer to shelter as provided under field conditions.

A.2. Privacy. This is an aspect of on-post housing concerning privacy in dormitories, showers, latrines, etc.

A.3. Military Clothing. Refers to the comfort, fit, and appearance of military clothing.

A.4. Equipment. Refers to the comfort, weight, and adequacy of personal equipment and weapons as worn on or carried by the person, such as ponchos, masks, helmets, rifles, etc.

A.5. Food. Refers to the quality, quantity, or variety of food, adequacy of service, and other comments related to mess halls.

A.6. Off-Duty Time for Recreation, Meals, Sleep, Rest. Refers to off-duty time other than on a pass or leave.

A.7. Telephone Service on Post. Refers to a need for telephones near barracks in Army Training Centers, PX, Service Clubs, etc., during off-duty hours.

A.8. Parking for Private Vehicle. Refers to lack of space for parking around commissaries, PX, movies, etc., lack of protection near barracks, and parking near place of duty.

A.9. Other. A catchall that includes references to mail service, laundry, dry cleaning, barber shops, shoe repair, outdoor life, and physical training.

B. Economic Factors

- B.1. Pay. Refers to adequacy of pay scale.
- B.2. Pay Frequency. Includes references to frequency of pay.
- B.3. Bonus. Includes many types of extra pay, e.g., bonuses for proficiency, merit, reenlistment, remote station, etc.
- B.4. GI Bill. Education, loans, etc.
- B.5. In-Service Fringe Package. Refers to all aspects of PX and commissary operation, including selection of goods, prices, waiting lines, operating hours, etc. In some instances, respondents recommended that these facilities be closed and an appropriate adjustment in pay made.
- B.6. Allowances. Included are allowances for quarters, subsistence, per diem, travel, relocation, move of household goods, cost of living.
- B.7. Security. A broad range element covering references to steady guaranteed employment and retirement benefits.
- B.8. Health Care—Medical and Dental for Respondent. Comments under this item were generally favorable, but include suggestions for better hospitals, permission to choose your own doctor, and in one instance, it was claimed that medical examinations were inadequate to permit release of a man with a medical problem.
- B.9. Health Care—Medical and Dental for Dependents.

C. Economic Factors (continued)

- C.1. Health Care—Medical for Dependents
- C.2. Health Care—Dental for Dependents
- C.3. Insurance for Respondent
- C.4. Insurance for Dependents
- C.5. Insurance for Private Vehicle. Included are comments related to insurance and post registration of privately owned vehicles. Some respondents felt that military personnel should obtain reduced rates for car insurance.
- C.6. Guaranteed Family Housing on Post. Also includes comments on housing for married enlisted men and off-post housing nearby within cost allowance.
- C.7. Education, Academic for Respondents While in Service. Includes references to education aid under programs such as US Armed Forces Institute, BOOTSTRAP, etc.

C.8. Education for Dependents. References under this item are mainly concerning schooling at foreign posts.

C.9. Training for Civilian Career. Includes references to programs such as Project TRANSITION.

E. Economic Factors (continued)

E.1. Benefits for Family Left Behind by the Principal on Unaccompanied Tours.

E.2. Reduction in Benefits, Fringes Upon Retirement.

E.3. Government Transportation for Official Duties. Also includes a few comments related to provision of on-post transportation and provision for first-class air travel for officers.

E.4. Travel Discounts. Also includes a few references to items such as travel for dependents to area near Vietnam, free transportation home on leave, etc.

E.5. and E.6. Other. Catchall categories in which were included nonspecific references to benefits as well as isolated comments on benefits, such as: increased weight allowance for travel, better quarters for officers, widow benefits, discount in civilian stores for military, benefits for husbands of wives in service, uniform issue for officers, free mail privileges in US, compensation for lost leave, permanent license plate for career soldiers, free haircuts, no income tax, benefits for dependents of an unmarried man. Also included are 15 comments by officers on the need for a raise in pay for enlisted men.

E.7. Other. Includes references to differences of rights and benefits between RA and Reserves or AUS on retirement.

E.8. and E.9. Not used.

F. Job Satisfaction

F.1. Recognition, Appreciation, Prestige. When this item is listed under dislikes or recommendations for improvement, it generally refers to an erosion of NCO prestige.

F.2. Achievement, Experience. Also includes nonspecific references to job satisfaction.

F.3. Responsibility, Authority, Challenge. Also includes references to leadership and initiative.

F.4. Evaluation and Promotion Procedures. This element was mentioned in many forms: e.g., promotion on merit, not seniority; examinations and tests rather than commander's opinion; control through DA boards. Comments on career planning were also included here by one coder.

F.5. Opportunities for Advancement. Also included are references to opportunities to obtain a commission through OCS or directly from the ranks.

F.6. Work Hours.

F.7. Work Conditions. References are primarily to facilities and equipment, but also include comments on activities such as shooting weapons, parachuting, driving trucks, etc.

F.8. Training for Job. Includes comments on service schools, e.g., adequacy of methods of teaching, more instructors, shorter basic training and faster progress for bright students, elimination of bayonet practice, etc.

F.9. Training for Advancement or Growth. Also includes comments on need for political indoctrination of troops on national policies, and management courses for senior officers.

H. Job Satisfaction (continued)

H.1. MOS Designation Procedures.

H.2. Job Assignment. Does not include comments on assignment to duty station, which are coded under L3.

H.3. Use of Civilian Employees. Comments by NCO's and officers in this category were generally objections to the use of civilians in MOS jobs. Comments by enlisted men were generally suggestions for the use of civilians for menial tasks, such as KP.

H.4. Incentive and Proficiency Standards. Refers to motivation programs other than bonus pay.

H.5. Inefficiency, Waste, Indifference, Dishonesty.

H.6. Use of Civilians in Professional Jobs. Includes comments on the employment of civilians for professional jobs such as lawyers, doctors, chaplains, etc.

H.7. Other. Includes comments on career planning by one coder, plus one comment on the desirability of the Army establishing its own professional training schools in medicine and dentistry.

H.8. Other. Includes isolated comments related to internal politics, power struggle, leaders backing up their men, etc.

H.9. Not used.

J. Social Factors

J.1. Camaraderie. Includes items related to formation of close friendships with peers.

J.2. Off-Duty Programs. Includes comments on movies, service clubs, sports, entertainment, and social life in general. A few comments on religious programs were included here by one coder.

J.3. Leaves and Passes. This does not include comments related to off-duty time during a normal work week, but to periods when the individual was authorized to be away from his station for three or more days.

J.4. Exposure to Varied Cultures and Social Structures.

J.5. Social Pressures. For example, charity drives, savings, club membership.

J.6. Sense of Pride. Includes comments on pride in the service, branch or unit, or in the wearing of a uniform.

J.7. Undue Hardship. This refers primarily to hardship during periods of family separation.

J.8. Travel and New Experiences.

J.9. Other. Includes a few miscellaneous comments; e.g., lack of opportunity to meet girls, keep civilians out of Army recreational facilities, etc.

K. Military Life

K.1. Regimentation, Ordered Life. Included here are also responses such as rigidity of the chain of command, inflexibility, command by virtue of rank, general staff complex, etc.

K.2. Formations, Inspections, Bed Check, Reveille. Inspections include unit and individual as well as IG, which entail many preparatory hours and apparently are sometimes overdone by ambitious officers seeking to impress their superiors.

K.3. Administrative Regulations. These are felt at all levels, from the soldier trying to get his pay account straight or asking for emergency leave to the countless reports and correspondence through

channels. Comments referring to red tape, or antiquated, cumbersome slow procedures were included here.

K.4. Customs and Traditions. For example, saluting, "spit and polish," old Army standards, rank system, etc.

K.5. DA Policy—Reaction to Pressures from Political Figures, Press, and Militants. Typical comments included in this category are, "let the Army run the Army," "don't accept abuse supinely," and "back up field commanders." Also included are comments on the use of the Army for riot control, the status of the National Guard and Reserves, revision of the medical corps, and a move of the Pentagon from the Washington area.

K.6. DA Policy—Imaginative and Progressive Aspects. This covers a broad range of comments: e.g., assist in community redevelopment, decentralize control, approve formation of an American Servicemen's Union, review Tables of Organization and Equipment, only one mission to a unit, provide for discharge on request after a tour in Vietnam, work to long-range goals, relocate installations, establish uniform decoration policy.

K.7. Military Justice. Includes comments on military police, investigation system, forfeitures, legal company punishment, Article 15 UCMJ, etc.

K.8. Corrections Procedures.

K.9. Release of Personnel. Includes responses relating to excess personnel, ineffectives, shorter terms of service, resignation, as well as a few so classified by one coder on early discharge after Vietnam tour.

L. Military Life (continued)

L.1. Local Procedures and Systems—Planning, Preparation, and Utilization of Personnel. Examples of responses included here are unreasonable deadlines, command pressures, changed schedules, "busy" work, changes due to new commander's ideas, development of special units for special operations, hurry-up-and-wait, too many chiefs and not enough Indians, shortage of personnel in units.

L.2. Local Procedures and Systems—Supply and Maintenance. Responses in this category generally refer to inadequate financial support for maintenance of CONUS installations, resulting in use of soldier labor after scheduled training hours for painting buildings, etc.

L.3. Assignment Procedures—Duty Stations. Included are references to desire for stability, choice of terminal stations, favored posts, more say by the individual soldier as to where he is posted, etc.

L.4. Extracurricular Activities. Includes references to unproductive ceremonies for VIP's, honor guards, etc.

L.5. "Low Key" Council Composed of Enlisted Men and Junior Officers.

L.6. The Army Image as Viewed by Public.

L.7. Details—Extra Duty. Includes all types of extra duty; e.g., KP and guard duty.

L.8. Relaxed Discipline. This has a broad range coverage related to permissiveness; e.g., lax work standards and supervision; failure to enforce regulations on dress, deportment, haircuts, etc.; changes in customs and traditions.

L.9. Standards for Entry into Service.

M. Military Life (continued)

M.1. Personal Restrictions. Reference is to after-hours and off-limits restrictions.

M.2. Pressures by Civilian Community. Reference is to comments on treatment received by soldiers off post; e.g., instances of discrimination, gouging by local merchants, bad treatment in bars, "second-class citizen" feeling, etc.

M.3. Other. Included are references to military welfare outlets, family assistance facilities, "Army takes care of its own." Also included are miscellaneous comments such as: Army needed for defense; provide badges for MP's.

M.4. Other. Comments related to troop information included here, e.g., need for briefings on world affairs, "tell it like it is," etc.

M.5. Other. A few comments related to the use of military units for on-post rehabilitation, renovation, road-building, etc.

M.6. Other. An infrequent recommendation to continue the draft was included here since the overwhelming consensus was to discontinue the draft (coded under P1 or P3).

M.7. Other. Included here are references to voting rights for young men in the Army.

M.8. and M.9. Not used.

N. Human Values

N.1. Concern for Individual Feelings, Identity as a Person.

N.2. Discrimination, Prejudice. Included are comments on discrimination due to race, rank, sex, or religion; e.g., no Jewish Passover food, blacks not given their share of good assignments, females not performing their share of extra duties, preferential treatment of enlisted men over draftees, and West Point graduates over other officers, etc.

N.3. Personal Integrity of Officers, NCO's, Men. Includes comments related to the personal feeling of the respondent for the integrity and sincerity of his associates, peers, and superiors.

N.4. Personal Growth, Maturity.

N.5. Effect of Military Justice and Disciplinary Standards on the Individual. Includes references to double jeopardy for civilian offenses, greater disciplinary authority for field commanders. (This is closely related to K7.)

N.6. Punishment. Includes references to punishment in the form of restrictions, stockade, demeaning labor, etc.

N.7. Communication Across Grades. Included are comments concerning the need for ready access to superior officers to air complaints and grievances.

N.8. Competence of and Respect for Superiors. Included are comments relating to lack of experience of commanders, inadequate leadership, references to NCO's as "Lifers" or "Brown Boots," etc.

N.9. Standards of Dress and Personal Appearance. Included are comments to the effect that the Army is too rigid in its standards (short haircuts, for example). Comments that the Army is becoming too permissive in this regard were coded under L8.

P. Human Values (continued)

P.1. Draft. Essentially all the comments here recommended ending or shortening the draft. An exception is one comment that the period of enlistment should be shorter than the draft.

P.2. Patriotism.

P.3. Volunteer Army.

P.4. Harassment. Also includes references to poor judgment, misapplication of authority, pulling rank, and group punishment.

P.5. National Policy. Included are comments on the Army mission, little wars, military advisors, and military aid.

P.6. Combat Duty. This item is included mainly under 'dislikes' as a dislike of killing.

P.7. Freedom of Expression. Includes comments that recommendations, complaints, or suggestions of lower ranks are not heard.

P.8. Other. Included are miscellaneous infrequent comments: e.g., low moral standards in barracks; too much vulgarity; chaplain should preach religion—not propaganda; need for program to deal with alcoholism; requirement for government-operated prostitution in Vietnam; need for better channels to obtain help to handle personal problems.

P.9. Other. Included are comments related to pre-enlistment counseling, recruiter ability, and counseling at re-up time.

REVISED CODE CATEGORIES

It was apparent early in the analysis that many of the above code categories could be combined to yield more meaningful results with less analytical effort. The following list indicates the arrangement that was adopted for subsequent analysis, in which the previous six major categories were combined into five. The alphanumeric symbols in brackets indicate the items from the above preliminary list that were absorbed into the corresponding item below.

Physical Comfort and Convenience

1. On-post living conditions (A1, A2, A7, A8)
2. Military clothing (A3)
3. Food (A5)
4. Physical training (A9, in part only)

Economic Factors

1. Pay (B1)
2. Pay frequency (B2)
3. Bonus (B3 plus 4 from E6)
4. GI Bill (B4)
5. PX and commissary (B5)
6. Allowances and benefits in general (B6, C5, C8, E1, E5, E6, E7)

7. Security (B7 plus part of M3)
8. Health care for respondent (B8, plus 1 from E6)
9. Health care for dependents (B9, C1, C2)
10. Insurance for respondent (C3)
11. Insurance for dependents (C4)
12. On-post family housing (C6)
13. In-service academic education (C7)
14. Reduction in benefits on retirement (E2)
15. Travel benefits (E3, E4)

Work Factors

1. Job satisfaction (F1, F2, F3)
2. Evaluation and promotion procedures (F4, F5, H4, H7)
3. Work hours (F6, A6)
4. Work conditions (A4, F7)
5. Training for job (F8)
6. Training for growth (F9, C9)
7. MOS and job assignment (H1, H2)
8. Relations with civilian employees (H3)
9. Use of civilians in professional jobs (H6)
10. Inefficiency (H5)
11. Details and extra duty (L7)

Military Life

1. Regimentation and red tape (K1, K2, K3)
2. Customs and traditions (K4)
3. Recreation (J2, J9)
4. Leaves and passes (J3)
5. Social pressures (J5)
6. Family separation (J7)
7. Travel and new experiences (J8)
8. Military/civilian relationship (K5, L6, M2)
9. Personal restrictions (M1)
10. Parades and ceremonies (L4)
11. Military justice, punishment and corrections (K7, K8, N5, N6)
12. Local procedures and systems (L1, L2)
13. Assignment to duty station (L3)

14. Permissiveness (L8)
15. Selection criteria (L9)
16. Liberalization of Army policies and missions (K6, K9, L5, M3, M5, M7)

Human Values

1. Personal identity (N1, P7)
2. Camaraderie (J1)
3. Personal growth and maturity (J4, N4)
4. Patriotism and pride in service (J6, P2)
5. Volunteer Army/draft modifications (M6, P1, P3)
6. Discrimination (race, sex, religion, etc.) (N2)
7. Integrity of personnel (N3, H8)
8. Inter-personal communication (M4, N7)
9. Standards for personal appearance and behavior (N9)
10. Harassment (P4)
11. Attitude to superiors (N8)
12. Personal attitude to military mission (P5)
13. Attitude to combat duty (P6)
14. Assistance with personal problems (P8, P9)

Annex 1 to Appendix B

SURVEY INSTRUMENT

This is a survey of the opinions and views servicemen have of conditions, practices, and customs in the Army. We ask your cooperation in responding frankly to the questions on the attached forms.

Your answers should be anonymous, so please do not put your name or other identifying information on any of the forms.

Please furnish the background information asked for below by circling the appropriate item.

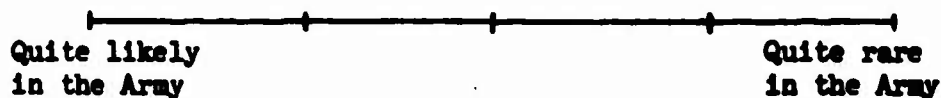
| | | | | | | | | |
|--------------------------------------|---------------------|-----------------------|-----------------|----------------------|-------|-------|-------|------|
| <u>Grade:</u> | Field Grade Officer | Company Grade Officer | Warrant Officer | | | | | |
| | Enlisted E5 to E9 | Enlisted E1 to E4 | | | | | | |
| <u>Component:</u> | RA | AUS | NG | RES | | | | |
| <u>Years of Active Army Service:</u> | 1-3 | 4-6 | 7-9 | 10-12 | 13-15 | 16-18 | 19-21 | |
| | 22-24 | 25-27 | 28-30 | | | | | |
| <u>Present Branch:</u> | AGC | Armd | AI | AMSC | ANC | Arty | Ch | CmlC |
| | CE | DC | FC | Inf | JAGC | MC | MSC | MPC |
| | OrdC | QMC | SigC | TC | VC | WAC | | |
| <u>Age:</u> | 17-21 | 22-26 | 27-31 | 32-36 | 37-41 | 42-46 | | |
| | 47-51 | 52-56 | 57-61 | | | | | |
| <u>Education Level:</u> | Grade School | Some High School | | High School Graduate | | | | |
| | Some College | College Graduate | | Post Graduate Study | | | | |

Part I

In this part, you are asked to try to name five things that you like about the Army. These may be customs, practices, procedures, programs, activities, and so on. For example, you might like the pay, or the wearing of a uniform. If you need more space for any question, use the back of the page.

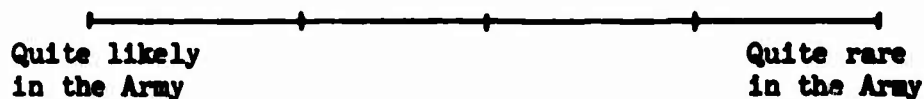
A B C D E 1. What is something that you like about the Army?

This is something that is (mark an X on the line at what you think is the appropriate point):



A B C D E 2. What is something else that you like about the Army?

This is something that is (mark an X on the line at what you think is the appropriate point):



A B C D E 3. What is something else that you like about the Army?

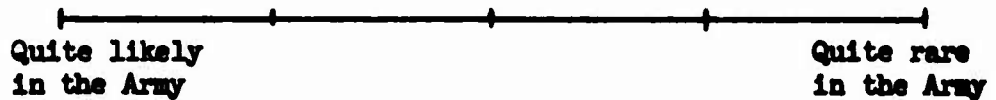
This is something that is (mark an X on the line at the appropriate point):



Part I (continued)

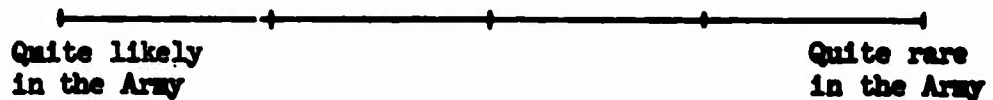
A B C D E 4. What is something else that you like about the Army?

This is something that is (mark an X on the line as before):



A B C D E 5. What is something else that you like about the Army?

This is something that is (mark an X on the line as before):



NEXT:

Notice the A B C D E beside each number. For the five things you have written, draw a circle around A for the one you like most, around B for the one you like second best, around C for the one you like next best, around D for the one you like next best, around E for the one you like the least.

[illegible]

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1

L

1

Part II (continued)

A B C D E

This is something that is (mark an X on the line as before):

Quite Likely in the Army

A B C D E

This is something that is (mark an X on the line as before):

Quite likely in the Army

NEXT:

For the five things you have written, draw a circle around A for the one you most dislike, around B for the one you next most dislike, around C for the next, around D for the next, and around E for the one that is least offensive to you.

Part III

On this page, you are asked to try to name five things that are not now characteristic of or are not now being done in the Army, but might improve the Army if they were. For example, you might say: provide life insurance for dependents, or eliminate saluting.

- A B C D E 1. In your estimation, what is something not now done that would improve the Army?
- _____
- _____
- _____
- A B C D E 2. What is another thing not now done that would improve the Army?
- _____
- _____
- _____
- A B C D E 3. What is another thing not now done that would improve the Army?
- _____
- _____
- _____
- A B C D E 4. What is another thing not now done that would improve the Army?
- _____
- _____
- _____
- A B C D E 5. What is another thing not now done that would improve the Army?
- _____
- _____
- _____

NEXT:

For the five things you have written, circle A beside the one you think most important, circle B beside the one you think next in importance, C beside the next, D beside the next, and E beside the one least in importance.

Part IV

To summarize your thinking, on this page you are asked to name five things that would make the Army a better place in which to serve - adding something not now done, a change in practice, or doing away with a practice. You may or may not be repeating items you have noted before in Parts I, II, and III.

A B C D E 1. What is something that would improve the Army?

A B C D E 2. What is something else that would improve the Army?

A B C D E 3. What is something else that would improve the Army?

A B C D E 4. What is something else that would improve the Army?

A B C D E 5. What is something else that would improve the Army?

NEXT:

For the five things you have written, circle A beside the one you think most important, circle B beside the one you think next in importance, C beside the next, D beside the next, and E beside the one least in importance.

Part V

For these questions, assume you are 22 years old and are just about to complete your first term of enlisted service in the Army.

1. What do you believe would be the likelihood of your reenlisting?

Very likely
would reenlist

Would reenlist
under no
circumstances

2. Suppose the improvements you suggested in Part IV had been made in the Army. Now, what would be the likelihood of your reenlisting?

Very likely
would reenlist

Would reenlist
under no
circumstances

3. If your answer to the last question was on the left-half of the line - tending toward reenlistment - what is the principal reason for that judgment?

4. If your answer to the second question was on the right-half of the line - tending toward not reenlisting - what is the principal reason for that judgment?

This is the end of the survey. Thank you for participating.

Appendix C

SUMMARY OF RESPONSES

INTRODUCTION

This appendix presents summaries of the basic survey data for the total sample. In addition, procedures for testing the general level of statistical significance between means and proportions is provided.

TESTING FOR STATISTICAL SIGNIFICANCE*

The statistic used throughout the report is the measure called the Concern Index, defined as the ratio of the number of responses per respondent to the mean importance value the respondents accorded those responses. No test of statistical significance was devised for the CI, but it is possible to examine differences between groups, testing the two components of the CI. If either the importance ratings between two groups or the responses per respondent (proportions responding in each group) between the two groups are different from each other, then the CI values can generally be presumed to be significantly different as well; if both the ratings and proportions are different, one can be assured of real differences between the CI values.

Differences Between Mean Ratings

The ratings for likelihood (probability) in Part I, those for importance in Parts I, II, III, and IV, and those for Part V (reenlistment) are amenable to statistical test, as means and standard deviations have been calculated for all of them. General tests for significance are provided by use of Figure C1.

*The t-tests used are described in Fundamental Statistics in Psychology and Education, by J. P. Guilford, New York: McGraw-Hill Book Co., Inc., 1950.

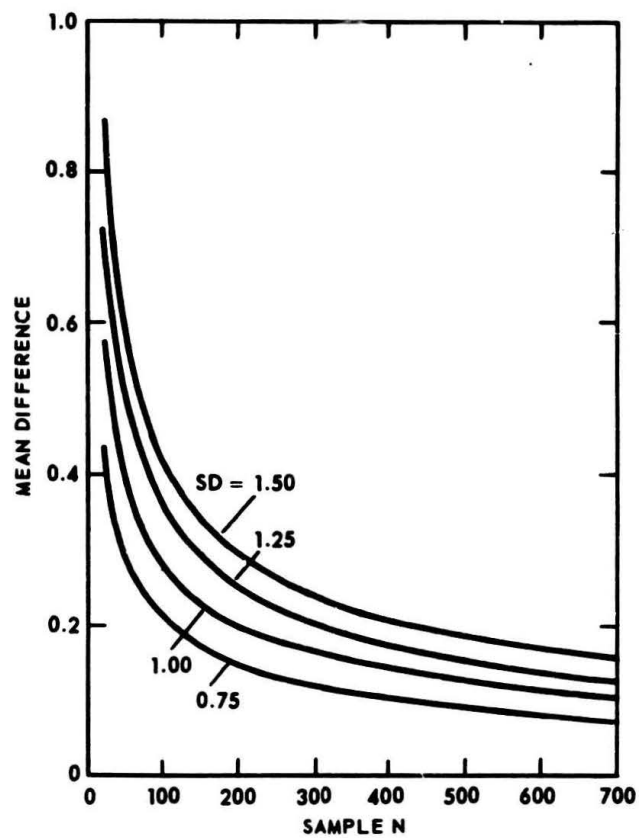


Fig. C1—t-Tests of Statistical Significance (5 Percent Level) for Importance, Likelihood, and Reenlistment Rating Means

The curves in Figure C1 were developed with the assumptions that the standard deviations of the samples being compared are identical and that the samples are independent. If the samples being tested are not independent, smaller differences between means are required for significance, so the test being made by use of Figure C1 will be conservative (fewer differences being found beyond the limit stated than is actually the case).

In using the curves to test for statistical significance, one should choose the larger of the two sample standard deviations associated with the means, the sum of the two sample N's, and use the appropriate curve. For example, suppose one were comparing two distributions of importance values:

| | <u>Sample 1</u> | <u>Sample 2</u> |
|-----------------|-----------------|-----------------|
| Mean Importance | 2.85 | 2.60 |
| SD | 1.20 | 1.15 |
| N | 200 | 170 |

One would use the larger SD of 1.20 and an N of 370, and check for significance of the mean difference of .25, (2.85 - 2.60), using the curve SD = 1.25. Any value above the curve is statistically significant at least at that level of confidence; the values—mean difference = .25 and N = 370—show that such a combination is significant beyond the .05 level.

It should be realized that such a test is a conservative approximation of the real significance level; if the test is made as described, one will always err on the side of underestimating the confidence level.

Differences Between Proportions

One may test for differences between responses per respondent for two groups by use of Figure C2. For example, suppose one were testing the differences in response of two groups on a category using the following data:

| | <u>Sample 1</u> | <u>Sample 2</u> |
|---|-----------------|-----------------|
| Number of Responses | 100 | 65 |
| Size of Sample (Number of Respondents) | 200 | 100 |
| Responses per Respondent (Proportion) | .50 | .65 |

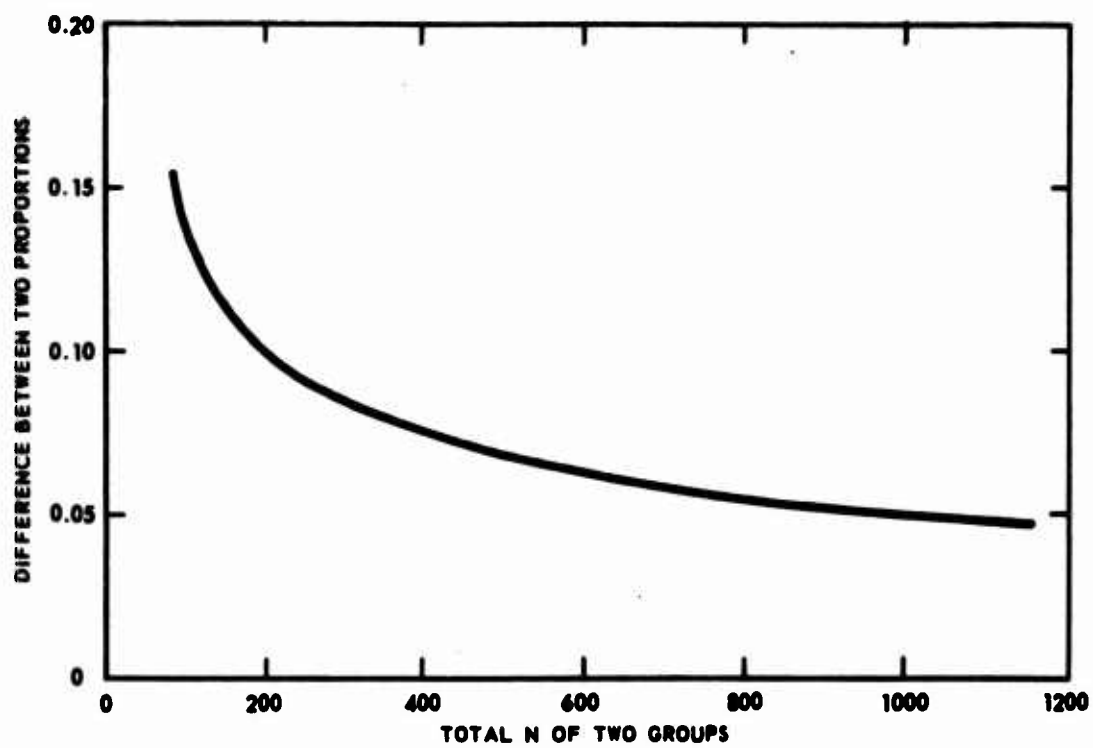


Fig. C2—t-Test of Statistical Significance (5 Percent Level) for Differences between Two Proportions

The difference between the two proportions is .15, (.65 - .50); the combined N is 300. Looking at Figure C2, it is seen that the point of intersection is above the curve, hence can be presumed to be a significant difference.

TABLES OF SUMMARY DATA

The basic survey data for the total sample are organized into 20 tables, C1 through C20, presented according to original coding categories, and grouped by grade level of respondents, major areas of interest, and grouped by code categories within major areas of interest. These tables and the individual codes within them (code categories described in Appendix B) will be found useful to the reader who wishes to make detailed examination of particular categories of response.

Table C1
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E1-E4; N=530)
Physical Comfort and Convenience

| Coding Category ^{1/} | Part I Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|-------------------------------|-----------------|-----|------------|------|---------------------|-----|------------|------|--------------------------|-----|------------|------|-------------------------|-----|------------|------|
| | Likelihood | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| A1 | 18 | 17 | 2.00 | .91 | 18 | 18 | 3.50 | 1.21 | 90 | 84 | 3.06 | 1.29 | 102 | 88 | 2.90 | 1.28 |
| A2 | 1 | 1 | 2.00 | - | 1 | 1 | 2.00 | - | 7 | 7 | 2.86 | 1.25 | 1 | 1 | 2.00 | - |
| A7 | 1 | - | - | - | 1 | 1 | 2.00 | - | 1 | 1 | 4.00 | - | 2 | 2 | 3.00 | - |
| A8 | 1 | 1 | 3.00 | - | 1 | 1 | 2.00 | - | - | - | - | - | - | - | 1 | 3.00 |
| A3 | 44 | 41 | 2.02 | .97 | 44 | 39 | 3.49 | 1.45 | 64 | 62 | 3.58 | 1.41 | 32 | 31 | 3.29 | 1.46 |
| A5 | 42 | 40 | 2.25 | 1.07 | 42 | 41 | 3.39 | 1.38 | 140 | 131 | 3.17 | 1.43 | 81 | 74 | 3.05 | 1.45 |
| A9 | 18 | 17 | 2.18 | 1.10 | 18 | 17 | 2.82 | 1.34 | 4 | 3 | 3.67 | 1.25 | 5 | 5 | 3.80 | 1.47 |
| Totals & Means | 125 | 117 | 2.13 | | 125 | 118 | 3.32 | | 306 | 288 | 3.23 | | 221 | 201 | 3.03 | |
| | | | | | | | | | | | | | | | 142 | 117 |

^{1/} See App B for code title

^{2/} TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation

Table C2
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E5-E9; N=213)

Physical Comfort and Convenience

| Coding Category 1/ | Part I Likes | | | | | | Part II Dislikes | | | | | | Part III Improvements | | | | | | Part IV Improvements | | | | | |
|--------------------|--------------|----|------|------------|----|----|------------------|------|----|------------|------|------|-----------------------|----|------|------------|----|----|----------------------|------|--|--|--|--|
| | Likelihood | | | Importance | | | Importance | | | Importance | | | Importance | | | Importance | | | Importance | | | | | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | | | | |
| A1 | - | - | - | - | - | - | - | - | 15 | 14 | 3.29 | 1.53 | 29 | 25 | 2.84 | 1.29 | 22 | 18 | 2.67 | 1.37 | | | | |
| A2 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 2.00 | - | 1 | 1 | 5.00 | - | | | | |
| A7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | |
| A8 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 3.00 | - | | | | |
| A3 | 13 | 13 | 1.54 | 1.08 | 13 | 12 | 3.75 | 1.59 | 30 | 29 | 3.24 | 1.43 | 26 | 20 | 3.00 | 1.45 | 21 | 15 | 3.00 | 1.26 | | | | |
| A5 | 9 | 9 | 2.56 | 1.87 | 9 | 9 | 3.44 | 1.42 | 25 | 24 | 3.42 | 1.26 | 12 | 10 | 3.30 | 1.42 | 13 | 10 | 2.90 | 1.45 | | | | |
| A9 | 2 | 2 | 3.50 | .50 | 2 | 1 | 1.00 | - | 1 | - | - | - | - | - | - | - | 1 | 1 | 5.00 | - | | | | |
| Totals & Means | 24 | 24 | 2.09 | | 24 | 22 | 3.50 | | 71 | 67 | 3.31 | | 68 | 56 | 2.96 | | 59 | 46 | 2.94 | | | | | |

1/ See App B for code title

2/ TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation



Table C3
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(CO; N=218)
Physical Comfort and Convenience

| Coding Category | Part I | | | | Part II | | | | Part III | | | | Part IV | | | |
|-----------------|------------|---|-------|------|----------|---|--------------|------|--------------|----|--------------|------|--------------|----|--------------|------|
| | Likelihood | | Likes | | Dislikes | | Improvements | | Improvements | | Improvements | | Improvements | | Improvements | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| A1 | - | - | - | - | - | - | - | - | 11 | 11 | 3.09 | 1.38 | 20 | 18 | 3.00 | 1.33 |
| A2 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - |
| A7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| A8 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| A3 | 6 | 6 | 1.33 | .75 | 6 | 5 | 3.20 | 1.17 | 17 | 16 | 4.00 | 1.17 | 15 | 15 | 3.67 | 1.35 |
| A5 | 2 | 2 | 2.00 | 1.00 | 2 | 2 | 4.50 | .50 | 1 | 1 | 2.00 | - | 3 | 3 | 3.33 | 1.25 |
| A9 | 1 | 1 | 3.00 | - | 1 | 1 | 3.00 | - | 1 | 1 | 1.00 | - | - | - | - | - |
| Total & Means | 9 | 9 | 1.66 | | 9 | 8 | 3.56 | | 30 | 29 | 3.48 | | 40 | 38 | 3.37 | |

1/ See App B for code title

2/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C4
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(FO; N = 190)

Physical Comfort and Convenience

| Coding Category-1/ | Part I Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | | |
|-----------------------|-----------------|---|------------|------|---------------------|----|------------|------|--------------------------|----|------------|------|-------------------------|----|------|------|------|
| | Likelihood | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | | | | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | |
| A1 | - | - | - | - | - | 11 | 11 | 2.64 | 1.30 | 27 | 25 | 2.76 | 1.42 | 27 | 24 | 2.46 | 1.32 |
| A2 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| A7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| A8 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| A3 | 1 | 1 | 1.00 | - | 1 | 1 | 2.00 | - | 14 | 13 | 3.46 | 1.08 | 16 | 14 | 3.29 | 1.44 | .58 |
| A5 | 2 | 2 | 1.50 | .50 | 2 | 2 | 4.00 | 1.00 | 1 | 1 | 1.00 | - | 2 | 2 | 3.00 | 2.00 | - |
| A9 | 1 | 1 | 2.00 | - | 1 | 1 | 4.00 | - | - | - | - | - | - | - | - | - | - |
| Totals & Means | 4 | 4 | 1.50 | 3.50 | 4 | 4 | 3.50 | 3.00 | 45 | 41 | 2.95 | - | 45 | 42 | 3.10 | - | - |

1/ See App B for code title

2/ TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation

Table C5

SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY

(E1-E4; N = 530)

Economic Factors

| Coding Category 1/ | Part I | | | | | | Part II | | | | | | Part III | | | | | | Part IV | | | | | |
|--------------------|------------|-----|------|-------|----|-----|------------|------|------|----------|-----|------|--------------|-----|-----|--------------|------|-----|------------|------|------|--|--|--|
| | Likelihood | | | Likes | | | Importance | | | Dislikes | | | Improvements | | | Improvements | | | Importance | | | | | |
| | TR | N | M | SD | 2/ | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | | | |
| B1 | 27 | 27 | 2.15 | .97 | - | 27 | 26 | 2.85 | 1.51 | 307 | 291 | 2.42 | 1.45 | 235 | 213 | 2.29 | 1.37 | 228 | 208 | 2.17 | 1.32 | | | |
| B2 | - | - | - | - | - | - | - | - | - | 8 | 8 | 3.50 | 1.32 | 14 | 14 | 1.93 | 1.22 | 7 | 6 | 2.33 | 1.11 | | | |
| B3 | 5 | 5 | 2.20 | .98 | - | 5 | 5 | 3.00 | 1.41 | 7 | 6 | 2.83 | 1.86 | 7 | 6 | 2.33 | 1.49 | 7 | 6 | 3.00 | 1.29 | | | |
| B4 | 75 | 72 | 1.64 | .79 | - | 75 | 71 | 1.86 | 1.09 | 1 | 1 | 2.00 | - | 2 | 2 | 3.50 | 1.50 | 4 | 4 | 3.25 | .83 | | | |
| B5 | 68 | 65 | 1.66 | .73 | - | 68 | 68 | 2.82 | 1.24 | 10 | 8 | 3.25 | 1.64 | 8 | 7 | 3.14 | 1.25 | 9 | 8 | 3.88 | .93 | | | |
| B6 | 11 | 10 | 1.70 | .78 | - | 11 | 11 | 2.18 | 1.19 | 5 | 5 | 2.00 | .63 | 22 | 20 | 2.20 | 1.08 | 15 | 15 | 2.87 | 1.41 | | | |
| C5 | - | - | - | - | - | - | - | - | - | - | - | - | - | 3 | 2 | 2.00 | 1.00 | 2 | 2 | 1.50 | .50 | | | |
| C8 | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | - | - | - | - | | | |
| E1 | - | - | - | - | - | - | - | - | - | - | - | - | - | 2 | 2 | 1.50 | .50 | - | - | - | - | | | |
| E5 | 13 | 13 | 1.62 | .74 | - | 13 | 11 | 3.36 | 1.30 | 6 | 6 | 2.33 | 1.25 | 10 | 9 | 1.89 | .87 | 14 | 12 | 2.58 | 1.61 | | | |
| E6 | 22 | 21 | 1.76 | 1.11 | - | 22 | 21 | 2.14 | 1.28 | 5 | 4 | 3.50 | .87 | 14 | 14 | 3.00 | .93 | 15 | 12 | 3.08 | 1.26 | | | |
| E7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | |
| B7 | 45 | 43 | 1.60 | .84 | - | 45 | 45 | 3.04 | 1.46 | 1 | 1 | 1.00 | - | 4 | 4 | 3.50 | 1.50 | 3 | 3 | 3.00 | 1.63 | | | |
| B8 | 73 | 70 | 1.54 | .73 | - | 73 | 71 | 2.21 | 1.33 | 21 | 19 | 2.63 | 1.49 | 14 | 12 | 2.33 | 1.31 | 22 | 17 | 2.29 | 1.32 | | | |
| B9 | 8 | 8 | 1.25 | .43 | - | 8 | 8 | 1.63 | .85 | 2 | 2 | 1.50 | .50 | 5 | 4 | 2.75 | 1.48 | - | - | - | - | | | |
| C1 | 3 | 3 | 1.00 | - | - | 3 | 3 | 2.67 | .47 | - | - | - | - | 2 | 2 | 3.00 | 1.00 | 1 | 1 | 2.00 | - | | | |
| C2 | - | - | - | - | - | - | - | - | - | 1 | 1 | 2.00 | - | 1 | 1 | 2.00 | - | - | - | - | - | | | |
| C3 | 10 | 9 | 1.78 | .92 | - | 10 | 9 | 2.33 | .94 | 1 | 1 | 5.00 | - | 8 | 7 | 1.43 | .49 | 6 | 6 | 2.30 | 1.49 | | | |
| C4 | - | - | - | - | - | - | - | - | - | - | - | - | - | 15 | 15 | 2.40 | 1.02 | 1 | 1 | 3.00 | - | | | |
| C6 | 1 | 1 | 3.00 | - | - | 1 | 1 | 1.00 | - | 7 | 7 | 2.71 | 1.16 | 34 | 29 | 3.00 | 1.26 | 21 | 21 | 2.29 | 1.12 | | | |
| C7 | 77 | 72 | 2.15 | 1.05 | - | 77 | 72 | 1.86 | .95 | 3 | 3 | 1.67 | .47 | 19 | 19 | 3.00 | 1.41 | 14 | 12 | 2.17 | 1.21 | | | |
| E2 | - | - | - | - | - | - | - | - | - | 2 | 2 | 1.00 | - | - | - | - | - | - | - | - | - | | | |
| E3 | 1 | 1 | 4.00 | - | - | 1 | 1 | 3.00 | - | 1 | 1 | 5.00 | - | 4 | 3 | 2.67 | 1.70 | 7 | 4 | 3.25 | 1.30 | | | |
| E4 | 4 | 4 | 1.25 | .43 | - | 4 | 4 | 2.00 | .71 | 2 | 2 | 4.00 | 1.00 | 5 | 4 | 3.50 | 1.66 | 1 | 1 | 1.00 | - | | | |
| Total & Means | 442 | 424 | 1.75 | - | - | 443 | 427 | 2.34 | - | 390 | 368 | 2.49 | - | 444 | 390 | 2.42 | - | 377 | 339 | 2.35 | - | | | |

1/See App B for code title

2/TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation

Table C6
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E5-E9; N = 213)

Economic Factors

| Coding Category ^{1/} | Part I Likelihood | | | | Part I Likelihood | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|-------------------------------|-------------------|-----|------------|------|-------------------|-----|------------|------|------------------|-----|------------|------|-----------------------|-----|------------|------|----------------------|-----|------------|------|
| | Likelihood | | Importance | | Likelihood | | Importance | | Dislikes | | Importance | | Improvements | | Importance | | Improvements | | Importance | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| E1 | 45 | 43 | 2.16 | 1.06 | 45 | 44 | 1.95 | 1.17 | 69 | 66 | 2.23 | 1.26 | 65 | 56 | 1.86 | 1.14 | 82 | 71 | 1.97 | 1.20 |
| E2 | - | - | - | - | - | - | - | - | 4 | 3 | 3.67 | 1.89 | 7 | 5 | 2.60 | 1.36 | 5 | 5 | 2.80 | 1.47 |
| E3 | 5 | 5 | 1.40 | .49 | 5 | 5 | 4.40 | .80 | 14 | 11 | 2.91 | 1.08 | 15 | 14 | 2.93 | 1.16 | 8 | 5 | 2.40 | 1.02 |
| E4 | 7 | 7 | 1.57 | .73 | 7 | 7 | 1.71 | 1.03 | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - |
| E5 | 33 | 32 | 1.59 | .70 | 33 | 31 | 3.06 | 1.44 | 7 | 7 | 2.71 | 1.28 | 10 | 9 | 3.89 | .74 | 9 | 8 | 2.75 | 1.39 |
| E6 | 7 | 6 | 1.33 | .47 | 7 | 7 | 2.43 | 1.29 | 15 | 15 | 2.67 | 1.30 | 16 | 14 | 2.43 | 1.40 | 7 | 6 | 2.83 | 1.34 |
| E7 | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | 3 | 2 | 3.00 | - | 1 | 1 | 4.00 | - |
| E8 | 1 | 1 | 2.00 | - | 1 | 1 | 2.00 | - | - | - | - | - | 3 | 3 | 4.00 | .82 | - | - | - | - |
| E9 | 2 | 2 | 3.00 | 1.00 | 2 | 2 | 3.00 | 1.00 | 2 | 2 | 1.50 | .50 | 1 | 1 | 4.00 | - | 2 | 2 | 2.50 | .50 |
| E10 | 15 | 14 | 1.93 | .70 | 15 | 13 | 2.85 | 1.29 | 2 | 2 | 2.00 | 1.00 | 6 | 6 | 3.83 | 1.46 | 7 | 5 | 3.40 | .80 |
| E11 | 13 | 10 | 2.00 | .63 | 13 | 12 | 2.25 | 1.30 | 5 | 5 | 3.00 | 1.41 | 12 | 12 | 1.92 | .76 | 10 | 10 | 2.40 | 1.28 |
| E12 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 1.00 | - | - | - | - | - |
| E13 | 92 | 92 | 1.71 | .90 | 92 | 87 | 1.99 | 1.22 | 2 | 2 | 2.50 | .50 | 3 | 3 | 3.00 | 1.63 | 10 | 8 | 3.25 | 1.30 |
| E14 | 48 | 47 | 1.36 | .63 | 48 | 46 | 2.24 | 1.00 | 6 | 6 | 3.50 | 1.50 | 10 | 10 | 2.70 | 1.42 | 6 | 6 | 3.00 | 1.53 |
| E15 | 11 | 10 | 1.70 | .78 | 11 | 10 | 2.90 | 1.37 | 3 | 3 | 2.00 | .82 | 5 | 5 | 1.80 | 1.17 | 5 | 4 | 2.25 | 1.30 |
| E16 | 5 | 5 | 2.60 | 1.02 | 5 | 4 | 3.25 | 1.09 | - | - | - | - | 2 | 2 | 2.00 | - | - | - | - | - |
| E17 | 3 | 3 | 4.67 | .47 | 3 | 3 | 2.33 | .94 | 8 | 8 | 2.88 | 1.54 | 32 | 28 | 2.32 | 1.26 | 13 | 12 | 2.75 | 1.42 |
| E18 | 7 | 7 | 1.71 | .88 | 7 | 7 | 2.86 | .99 | - | - | - | - | 5 | 4 | 2.50 | 1.12 | 4 | 4 | 2.50 | .87 |
| E19 | - | - | - | - | - | - | - | - | - | - | - | - | 10 | 8 | 2.00 | 1.32 | 2 | 2 | 1.50 | .50 |
| E20 | 10 | 10 | 2.90 | 1.45 | 10 | 10 | 2.80 | 1.54 | 22 | 20 | 2.70 | 1.35 | 23 | 22 | 2.64 | 1.58 | 28 | 26 | 2.96 | 1.34 |
| E21 | 57 | 55 | 1.93 | .95 | 57 | 57 | 2.25 | 1.31 | - | - | - | - | 2 | 2 | 1.00 | - | 6 | 6 | 3.00 | 1.15 |
| E22 | - | - | - | - | - | - | - | - | 3 | 3 | 2.67 | 1.25 | 3 | 3 | 3.33 | 1.70 | 1 | - | - | - |
| E23 | - | - | - | - | - | - | - | - | 2 | 2 | 4.00 | 1.00 | 4 | 4 | 2.00 | .71 | 1 | - | - | - |
| E24 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | 2 | 2 | 3.50 | .50 |
| Totals & Means | 361 | 317 | 1.83 | - | 361 | 346 | 2.33 | - | 165 | 156 | 2.57 | - | 239 | 215 | 2.41 | - | 210 | 184 | 2.50 | - |

^{1/} See App B for each code title

^{2/} TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation



Table C7
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(CO; N = 218)
Economic Factors

| Coding Category 1/ Category 2 | Part I Likelihood | | | | Part I Likes | | | | Part II Importance | | | | Part III Dislikes | | | | Part III Importance | | | | Part IV Importance | | | |
|----------------------------------|----------------------|-----|------------|------|-----------------|-----|----------|------|-----------------------|-----|------------|------|----------------------|-----|------------|------|------------------------|-----|------------|------|-----------------------|--|--|--|
| | Likelihood | | Importance | | Importance | | Dislikes | | Dislikes | | Importance | | Importance | | Importance | | Importance | | Importance | | | | | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | | | | |
| B1 | 60 | 57 | 2.04 | .88 | 60 | 58 | 2.60 | 1.30 | 66 | 65 | 2.71 | 1.31 | 86 | 78 | 2.18 | 1.32 | 85 | 80 | 2.32 | 1.23 | | | | |
| B2 | - | - | - | - | - | - | - | - | 3 | 3 | 3.67 | 1.89 | 1 | 1 | 1.00 | - | 2 | 2 | 3.00 | 2.00 | | | | |
| B3 | 1 | 1 | 2.00 | - | 1 | 1 | 5.00 | - | 7 | 7 | 2.57 | 1.40 | 14 | 12 | 3.42 | 1.32 | 10 | 10 | 3.00 | 1.34 | | | | |
| B4 | 6 | 6 | 2.00 | 1.00 | 6 | 6 | 2.00 | 1.41 | - | - | - | - | - | - | - | - | 1 | 1 | 1.00 | - | | | | |
| B5 | 54 | 54 | 1.39 | .65 | 54 | 52 | 3.60 | 1.20 | 15 | 15 | 3.27 | 1.24 | 16 | 16 | 3.31 | 1.04 | 14 | 14 | 3.50 | .82 | | | | |
| B6 | 4 | 4 | 1.25 | .43 | 4 | 4 | 3.00 | 1.22 | 12 | 12 | 3.33 | 1.31 | 17 | 17 | 2.94 | 1.21 | 5 | 5 | 3.00 | 1.10 | | | | |
| C5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | |
| C8 | 1 | 1 | 2.00 | - | 1 | 1 | 5.00 | - | - | - | - | - | 2 | 2 | 3.00 | 2.00 | 1 | 1 | 5.00 | - | | | | |
| E1 | 1 | 1 | 2.00 | - | 1 | 1 | 4.00 | - | - | - | - | - | 1 | 1 | 3.00 | - | 2 | 2 | 2.50 | .50 | | | | |
| E5 | 15 | 15 | 1.33 | .47 | 15 | 15 | 2.73 | 1.29 | 7 | 7 | 3.29 | 1.28 | 6 | 4 | 3.75 | .43 | 13 | 13 | 2.77 | 1.58 | | | | |
| E6 | 17 | 17 | 1.88 | .90 | 17 | 17 | 3.47 | 1.19 | 7 | 7 | 4.00 | 1.41 | 22 | 18 | 3.00 | 1.37 | 21 | 18 | 3.22 | 1.44 | | | | |
| E7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | |
| B7 | 85 | 91 | 1.59 | .72 | 85 | 82 | 2.38 | 1.38 | 1 | 1 | 4.00 | - | 6 | 5 | 2.60 | 1.20 | 4 | 4 | 3.50 | 1.50 | | | | |
| B8 | 61 | 59 | 1.53 | .67 | 61 | 61 | 2.89 | 1.19 | 6 | 6 | 2.83 | 1.67 | 12 | 11 | 2.27 | 1.05 | 8 | 8 | 2.88 | 1.05 | | | | |
| B9 | 9 | 9 | 1.33 | .47 | 9 | 9 | 2.67 | 1.56 | 5 | 5 | 3.00 | 1.10 | 8 | 8 | 2.38 | 1.32 | 7 | 6 | 2.67 | 1.25 | | | | |
| C1 | 3 | 3 | 1.67 | .94 | 3 | 3 | 2.33 | .47 | 1 | 1 | 2.00 | - | 2 | 2 | 4.00 | - | 1 | 1 | 3.00 | - | | | | |
| C2 | 1 | 1 | 4.00 | - | 1 | 1 | 5.00 | - | 13 | 13 | 3.69 | 1.38 | 18 | 17 | 3.06 | 1.47 | 11 | 10 | 2.60 | 1.36 | | | | |
| C3 | - | - | - | - | - | - | - | - | 1 | 1 | 5.00 | - | 7 | 6 | 2.33 | 1.37 | 5 | 4 | 4.00 | 1.00 | | | | |
| C4 | - | - | - | - | - | - | - | - | - | - | - | - | 8 | 8 | 2.75 | 1.39 | 1 | 1 | 2.00 | - | | | | |
| C6 | 12 | 12 | 2.67 | 1.03 | 12 | 12 | 3.00 | 1.35 | 27 | 27 | 3.30 | 1.12 | 34 | 33 | 3.06 | 1.35 | 29 | 27 | 3.04 | 1.14 | | | | |
| C7 | 50 | 49 | 2.06 | .79 | 50 | 50 | 2.56 | 1.19 | 4 | 4 | 3.25 | 1.30 | 8 | 7 | 2.71 | 1.28 | 18 | 17 | 2.94 | 1.55 | | | | |
| E2 | - | - | - | - | - | - | - | - | 4 | 4 | 3.00 | 1.22 | - | - | - | - | 1 | 1 | 2.00 | - | | | | |
| E3 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 3.00 | - | 1 | 1 | 5.00 | - | | | | |
| E4 | 2 | 2 | 1.00 | - | 2 | 2 | 4.50 | .50 | - | - | - | - | 1 | 1 | 4.00 | - | - | - | - | - | | | | |
| Totals & Means | 382 | 372 | 1.72 | | 382 | 375 | 2.82 | | 179 | 178 | 3.09 | | 270 | 248 | 2.75 | | 240 | 226 | 2.79 | | | | | |

1/ See App B for code title
2/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C8
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(FO; N = 190)

Economic Factors

| Coding Category | Part I Likelihood | | | Part II Dislikes | | | Part III Improvements | | | Part IV Improvements | | |
|-----------------|----------------------|-----|------|---------------------|-----|------|--------------------------|------|------|-------------------------|------|------|
| | Importance | | | Importance | | | Importance | | | Importance | | |
| | TR | N | SD | TR | N | SD | TR | N | SD | TR | N | SD |
| B1 | 60 | 60 | 2.10 | 1.03 | 60 | 58 | 3.05 | 1.29 | 46 | 46 | 3.20 | 1.57 |
| B2 | - | - | - | - | - | - | - | - | - | 52 | 48 | 2.42 |
| B3 | - | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 |
| B4 | 2 | 2 | 2.50 | .50 | 2 | 2 | 4.50 | .50 | - | 14 | 13 | 3.08 |
| B5 | 19 | 18 | 1.56 | .68 | 19 | 19 | 3.42 | 1.35 | - | 1 | 1 | 3.00 |
| B6 | 6 | 6 | 1.50 | .76 | 6 | 6 | 3.17 | 1.34 | 20 | 19 | 3.11 | 1.48 |
| B7 | - | - | - | - | - | - | - | - | 22 | 20 | 2.65 | 1.35 |
| B8 | - | - | - | - | - | - | - | - | 5 | 5 | 4.00 | .89 |
| B9 | 6 | 6 | 1.17 | .37 | 6 | 6 | 2.83 | 1.21 | 4 | 4 | 4.25 | .43 |
| C1 | - | - | - | - | - | - | - | - | 4 | 4 | 2.25 | 1.09 |
| C2 | - | - | - | - | - | - | - | - | 14 | 14 | 3.57 | 1.18 |
| C3 | - | - | - | - | - | - | - | - | 32 | 26 | 3.50 | 1.37 |
| C4 | - | - | - | - | - | - | - | - | - | - | - | - |
| C6 | 9 | 9 | 2.89 | .99 | 9 | 9 | 3.33 | .67 | 9 | 9 | 3.33 | 1.25 |
| C7 | 50 | 49 | 2.18 | .80 | 50 | 49 | 3.10 | 1.39 | 8 | 6 | 3.00 | .82 |
| E2 | - | - | - | - | - | - | - | - | 13 | 13 | 3.46 | 1.60 |
| E3 | - | - | - | - | - | - | - | - | 1 | 1 | 3.00 | - |
| E4 | - | - | - | - | - | - | - | - | 49 | 47 | 2.66 | 1.29 |
| Totals & Means | 110 | 306 | 1.80 | 310 | 304 | 2.98 | 208 | 205 | 3.04 | 335 | 310 | 2.98 |
| | | | | | | | | | | 277 | 253 | 2.96 |

1/ See App B for code title

2/ TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation

Table C9
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(EL-E4; N = 530)

Work Factors

| Coding Category | Part I Likelihood | | | Part I Dislikes | | | Part III Improvements | | | Part IV Improvements | | |
|--------------------|----------------------|------|------|--------------------|------|------|--------------------------|-----|------|-------------------------|-----|------|
| | TR | M | SD | TR | M | SD | TR | N | M | TR | N | SD |
| F1 | 5 | 2.60 | .80 | 5 | 3.20 | 1.33 | 6 | 5 | 3.60 | 3 | 3 | 2.67 |
| F2 | 24 | 2.13 | 1.17 | 24 | 2.74 | 1.45 | - | - | - | 1 | 1 | 3.00 |
| F3 | 13 | 2.50 | .87 | 13 | 2.62 | 1.00 | 6 | 6 | 3.33 | 3 | 2 | 2.50 |
| F4 | 7 | 2.71 | .45 | 7 | 3.29 | 1.16 | 39 | 38 | 2.71 | 43 | 37 | 2.81 |
| F5 | 55 | 2.07 | .93 | 56 | 2.57 | 1.37 | 4 | 3 | 2.67 | 12 | 11 | 2.91 |
| H4 | - | - | - | - | - | - | 11 | 11 | 3.09 | 4 | 4 | 3.00 |
| H7 | 1 | 2.00 | - | 1 | 5.00 | - | - | - | - | 2 | 1 | 1.00 |
| F6 | 16 | 2.56 | .70 | 16 | 3.38 | 1.36 | 41 | 34 | 2.68 | 37 | 36 | 2.58 |
| A6 | 24 | 2.83 | 1.31 | 24 | 3.29 | 1.21 | 57 | 49 | 2.82 | 44 | 36 | 2.86 |
| A4 | 7 | 2.50 | .96 | 7 | 2.71 | 1.58 | - | 7 | 3.71 | 4 | 3 | 2.00 |
| F7 | 27 | 2.41 | .95 | 27 | 3.04 | 1.37 | 16 | 16 | 2.81 | 23 | 19 | 3.00 |
| F8 | 110 | 2.05 | .95 | 110 | 2.64 | 1.30 | 89 | 79 | 2.89 | 79 | 69 | 2.91 |
| F9 | 23 | 2.09 | 1.02 | 23 | 1.78 | .88 | 14 | 14 | 3.00 | 13 | 13 | 3.08 |
| C9 | 66 | 2.44 | 1.13 | 66 | 2.20 | 1.20 | 3 | 3 | 2.33 | 4 | 4 | 3.00 |
| H1 | 16 | 3.27 | 1.44 | 16 | 2.23 | 1.12 | 52 | 50 | 2.32 | 40 | 38 | 2.39 |
| H2 | 34 | 2.94 | 1.25 | 34 | 2.81 | 1.47 | 22 | 20 | 2.65 | 31 | 29 | 2.31 |
| H3 | - | - | - | - | - | - | 8 | 7 | 3.57 | 5 | 4 | 4.00 |
| H6 | - | - | - | - | - | - | 1 | 1 | 4.00 | - | - | - |
| H5 | - | - | - | - | - | - | 18 | 16 | 3.00 | 10 | 9 | 3.33 |
| L7 | 1 | 2.00 | - | 1 | 5.00 | - | 50 | 47 | 3.15 | 40 | 36 | 3.17 |
| Totals & Means | 430 | 2.36 | | 430 | 2.64 | | 454 | 410 | 2.84 | 398 | 355 | 2.80 |

1/ See App B for code title
2/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C10
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E5-E9; N = 213)

Work Factors

| Coding Categories ^{1/} | Part I Likelihood Likes | | | | | Part II Malikes | | | | | Part III Improvements | | | | | Part IV Improvements | | | | | |
|---------------------------------|----------------------------|-----|------------|------|----|--------------------|-----|------------|------|-----|--------------------------|------|------------|-----|-----|-------------------------|------|------------|-----|------|------|
| | Likelihood | | Importance | | | Importance | | Importance | | | Importance | | Importance | | | Importance | | Importance | | | |
| | TR | N | M | SD | 2/ | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| F1 | 6 | 5 | 2.60 | .49 | | 6 | 6 | 3.00 | 1.53 | 11 | 10 | 2.10 | 1.22 | 4 | 4 | 2.50 | .50 | 6 | 6 | 2.17 | 1.46 |
| F2 | 7 | 7 | 2.57 | 1.05 | | 7 | 7 | 2.71 | 1.39 | 2 | 2 | 2.50 | .50 | 1 | 1 | 4.00 | - | 1 | 1 | 2.00 | - |
| F3 | 8 | 8 | 1.75 | 1.09 | | 8 | 8 | 1.75 | .97 | 6 | 6 | 4.17 | .90 | 3 | 3 | 2.00 | .82 | 8 | 8 | 2.75 | 1.20 |
| F4 | 11 | 11 | 2.55 | .89 | | 11 | 11 | 3.36 | .88 | 60 | 58 | 2.43 | 1.22 | 35 | 32 | 2.56 | 1.32 | 37 | 32 | 2.38 | 1.39 |
| F5 | 24 | 24 | 2.08 | 1.08 | | 24 | 22 | 2.91 | 1.47 | 3 | 3 | 1.33 | .47 | 3 | 2 | 1.50 | .50 | 3 | 3 | 2.67 | 1.70 |
| H4 | - | - | - | - | | - | - | - | - | 4 | 4 | 2.25 | 1.64 | 4 | 4 | 1.50 | .50 | 1 | 1 | 2.00 | - |
| H7 | 3 | 2 | 2.50 | 1.50 | | 3 | 3 | 3.33 | .47 | 1 | 1 | 3.00 | - | - | - | - | - | - | - | - | - |
| F6 | 7 | 7 | 1.43 | .49 | | 7 | 7 | 3.29 | 1.16 | 32 | 29 | 2.90 | 1.35 | 20 | 18 | 1.89 | 1.10 | 27 | 23 | 2.43 | 1.50 |
| A6 | 2 | 2 | 3.00 | - | | 2 | 2 | 2.00 | 1.00 | 3 | 3 | 3.67 | 1.25 | 5 | 5 | 3.20 | 1.60 | 5 | 5 | 3.40 | 1.02 |
| A4 | 1 | 1 | 2.00 | - | | 1 | 1 | 5.00 | - | - | - | - | - | - | - | - | - | 4 | 4 | 3.00 | 1.22 |
| F7 | 2 | 2 | 1.50 | .50 | | 2 | 2 | 2.50 | 1.50 | 8 | 8 | 2.25 | 1.09 | 10 | 9 | 3.56 | 1.50 | 8 | 7 | 2.57 | 1.18 |
| F8 | 17 | 17 | 2.18 | .92 | | 17 | 16 | 2.31 | 1.36 | 22 | 21 | 3.48 | 1.30 | 29 | 26 | 2.85 | 1.59 | 29 | 23 | 2.91 | 1.59 |
| F9 | 10 | 10 | 1.90 | .70 | | 10 | 10 | 2.60 | 1.02 | 5 | 5 | 3.20 | 1.47 | 16 | 16 | 2.81 | 1.42 | 8 | 8 | 2.88 | 1.36 |
| C9 | 12 | 10 | 2.70 | 1.19 | | 12 | 12 | 2.83 | 1.28 | - | - | - | - | - | - | - | - | - | - | - | - |
| H1 | 3 | 3 | 3.33 | 1.25 | | 3 | 3 | 1.67 | .94 | 13 | 13 | 2.62 | 1.15 | 10 | 10 | 2.40 | .80 | 7 | 7 | 2.71 | 1.03 |
| H2 | 22 | 21 | 2.38 | 1.00 | | 22 | 21 | 2.57 | 1.26 | 20 | 19 | 2.95 | 1.43 | 17 | 15 | 2.53 | 1.50 | 16 | 14 | 2.50 | 1.30 |
| H3 | - | - | - | - | | - | - | - | - | 9 | 8 | 2.38 | 1.65 | 15 | 15 | 3.13 | 1.59 | 11 | 9 | 3.44 | 1.26 |
| H6 | - | - | - | - | | - | - | - | - | - | - | - | - | 2 | 2 | 3.00 | - | 2 | 2 | 3.00 | - |
| H5 | - | - | - | - | | - | - | - | - | 14 | 13 | 2.92 | 1.59 | 7 | 6 | 2.00 | 1.00 | 10 | 9 | 3.67 | 1.33 |
| L7 | - | - | - | - | | - | - | - | - | 12 | 10 | 3.70 | 1.42 | 9 | 8 | 3.38 | 1.11 | 11 | 7 | 3.71 | 1.28 |
| Totals & Means | 135 | 130 | 2.25 | | | 135 | 131 | 2.71 | | 225 | 213 | 2.79 | | 191 | 176 | 2.65 | | 194 | 169 | 2.76 | |

^{1/} See App B for code title

^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation



Table C11
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(CO; N = 218)

Work Factors

| Coding Categories ^{1/} | Part I Likes | | | | | Part II Dislikes | | | | | Part III Improvements | | | | | Part IV Improvements | | | | |
|---------------------------------|--------------|-----|------------|------|---|------------------|-----|------------|------|--|-----------------------|-----|------------|------|--|----------------------|-----|------------|------|--|
| | Likelihood | | Importance | | | Importance | | Importance | | | Importance | | Importance | | | Importance | | Importance | | |
| | TR | N | M | SD | Z | TR | N | M | SD | | TR | N | M | SD | | TR | N | M | SD | |
| F1 | 22 | 22 | 2.50 | 1.20 | | 22 | 22 | 2.86 | 1.25 | | 1 | 1 | 2.00 | - | | 4 | 4 | 1.75 | .83 | |
| F2 | 25 | 25 | 2.08 | .93 | | 25 | 25 | 2.84 | 1.25 | | 2 | 2 | 2.50 | 1.50 | | 2 | 2 | 2.50 | .50 | |
| F3 | 50 | 50 | 2.28 | .92 | | 50 | 49 | 1.86 | 1.12 | | 4 | 4 | 3.50 | 1.50 | | 5 | 4 | 2.25 | 1.30 | |
| F4 | 8 | 8 | 1.88 | .60 | | 8 | 7 | 2.43 | 1.05 | | 68 | 62 | 2.74 | 1.28 | | 57 | 48 | 2.63 | 1.30 | |
| F5 | 35 | 34 | 1.82 | .75 | | 35 | 35 | 2.49 | 1.23 | | 4 | 3 | 3.00 | - | | 5 | 5 | 2.80 | 1.47 | |
| H4 | - | - | - | - | | - | - | - | - | | 4 | 4 | 4.25 | .83 | | 11 | 9 | 3.56 | 1.50 | |
| H7 | - | - | - | - | | - | - | - | - | | 1 | - | - | - | | 3 | 3 | 3.67 | 1.25 | |
| F6 | 6 | 6 | 2.00 | .82 | | 6 | 6 | 3.50 | .96 | | 14 | 9 | 3.22 | 1.40 | | 17 | 15 | 3.47 | 1.09 | |
| A6 | 3 | 3 | 2.67 | 1.25 | | 3 | 3 | 2.33 | 1.25 | | 3 | 3 | 3.00 | .82 | | 1 | 1 | 1.00 | - | |
| A4 | 2 | 2 | 3.00 | 2.00 | | 2 | 2 | 4.00 | 1.00 | | - | - | - | - | | - | - | - | - | |
| F7 | 7 | 7 | 1.71 | 1.03 | | 7 | 7 | 3.29 | 1.39 | | 5 | 5 | 3.20 | 1.17 | | 7 | 7 | 4.00 | 1.31 | |
| F8 | 14 | 14 | 2.07 | .88 | | 14 | 13 | 2.92 | 1.38 | | 19 | 17 | 2.35 | 1.23 | | 24 | 20 | 3.10 | 1.22 | |
| F9 | 20 | 20 | 2.15 | .91 | | 20 | 20 | 2.80 | 1.21 | | 13 | 11 | 3.36 | 1.30 | | 13 | 11 | 3.64 | 1.07 | |
| C9 | 4 | 4 | 2.75 | .83 | | 4 | 4 | 4.00 | 1.73 | | 1 | 1 | 5.00 | - | | 3 | 3 | 3.67 | 1.89 | |
| H1 | 4 | 4 | 3.25 | 1.09 | | 4 | 3 | 2.67 | 1.70 | | 16 | 15 | 2.67 | 1.58 | | 11 | 11 | 2.73 | 1.54 | |
| H2 | 32 | 32 | 2.19 | 1.07 | | 32 | 31 | 2.68 | 1.33 | | 22 | 22 | 2.18 | 1.11 | | 24 | 23 | 2.78 | 1.50 | |
| H3 | - | - | - | - | | - | - | - | - | | 16 | 13 | 3.00 | 1.04 | | 15 | 15 | 3.13 | 1.31 | |
| H6 | - | - | - | - | | - | - | - | - | | 6 | 4 | 3.25 | .83 | | 2 | 2 | 4.00 | 1.00 | |
| H5 | - | - | - | - | | - | - | - | - | | 8 | 7 | 3.14 | 1.25 | | 10 | 9 | 3.67 | 1.33 | |
| L7 | - | - | - | - | | - | - | - | - | | 14 | 14 | 3.43 | 1.05 | | 12 | 11 | 2.82 | 1.03 | |
| Total & Means | 232 | 231 | 2.17 | | | 232 | 227 | 2.60 | | | 221 | 197 | 2.86 | | | 226 | 203 | 3.01 | | |

^{1/} See App B for code title
^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C12
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(FO; N = 190)

Work Factors

| Coding Categories ^{1/} | Part I Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|---------------------------------|--------------|-----|------|------|------------------|-----|------|------|-----------------------|-----|------|------|----------------------|-----|------|------|
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| F1 | 23 | 23 | 2.35 | .96 | 23 | 22 | 3.23 | 1.41 | 3 | 3 | 3.33 | 1.70 | 1 | 1 | 3.00 | - |
| F2 | 37 | 36 | 1.67 | .78 | 37 | 37 | 2.43 | 1.28 | - | - | - | - | - | - | - | - |
| F3 | 63 | 63 | 1.70 | .79 | 63 | 62 | 1.92 | 1.22 | 6 | 6 | 3.33 | .75 | 10 | 10 | 2.50 | 1.36 |
| F4 | 11 | 11 | 2.00 | 1.04 | 11 | 10 | 2.70 | 1.49 | 81 | 79 | 2.80 | 1.42 | 49 | 44 | 2.61 | 1.46 |
| F5 | 29 | 29 | 1.97 | .67 | 29 | 29 | 2.69 | 1.09 | 2 | 2 | 2.00 | 1.00 | 2 | 2 | 2.50 | .50 |
| H4 | - | - | - | - | - | - | - | - | 2 | 2 | 3.00 | 2.00 | 3 | 3 | 2.67 | 1.70 |
| H7 | - | - | - | - | - | - | - | - | 3 | 3 | 3.00 | .82 | 4 | 4 | 2.00 | 1.73 |
| F6 | 4 | 3 | 2.00 | - | 3 | 3 | 2.00 | - | 15 | 15 | 3.80 | 1.22 | 19 | 19 | 2.32 | 1.26 |
| A6 | 3 | 3 | 2.00 | .82 | 3 | 3 | 3.00 | 1.41 | 1 | 1 | 1.00 | - | 1 | 1 | 5.00 | - |
| A4 | 1 | 1 | 3.00 | - | 1 | 1 | 3.00 | - | - | - | - | - | - | - | - | - |
| F7 | 4 | 4 | 2.00 | 1.22 | 4 | 4 | 2.50 | 1.50 | 7 | 7 | 3.71 | 1.16 | 7 | 7 | 3.14 | 1.46 |
| P8 | 5 | 5 | 1.60 | .49 | 5 | 5 | 2.40 | 1.02 | 8 | 8 | 3.00 | 1.12 | 13 | 12 | 2.83 | 1.34 |
| P9 | 7 | 7 | 2.29 | 1.03 | 7 | 7 | 3.43 | .49 | 1 | 1 | 5.00 | - | 9 | 8 | 3.00 | 1.22 |
| C9 | 1 | 1 | 1.00 | - | 1 | 1 | 2.00 | - | - | - | - | - | - | - | - | - |
| H1 | 1 | 1 | 2.00 | - | 1 | 1 | 1.00 | - | 3 | 3 | 2.67 | 1.70 | 2 | 1 | 4.00 | - |
| H2 | 55 | 55 | 1.82 | .83 | 55 | 55 | 2.58 | 1.40 | 10 | 10 | 2.40 | 1.11 | 11 | 11 | 3.09 | 1.44 |
| H3 | - | - | - | - | - | - | - | - | 10 | 9 | 2.89 | 1.45 | 8 | 8 | 2.88 | 1.54 |
| H6 | - | - | - | - | - | - | - | - | 2 | 2 | 4.50 | .50 | 6 | 5 | 3.60 | 1.36 |
| H5 | - | - | - | - | - | - | - | - | 18 | 17 | 2.94 | 1.30 | 4 | 4 | 3.50 | 1.12 |
| L7 | - | - | - | - | - | - | - | - | 6 | 5 | 3.00 | 1.79 | 10 | 10 | 2.90 | 1.51 |
| Totals & Means | 244 | 242 | 1.86 | - | 243 | 240 | 2.47 | - | 178 | 173 | 2.98 | - | 159 | 150 | 2.77 | - |
| | | | | | | | | | | | | | 175 | 158 | 2.82 | |

^{1/} See App B for code title

^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C13
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E1-E4; N = 530)
Military Life

| Coding Categories ^{1/} | Part I Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|---------------------------------|--------------|-----|------------|------|------------------|-----|------------|------|-----------------------|-----|------------|------|----------------------|-----|------------|------|
| | Likelihood | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| K1 | 36 | 35 | 2.26 | 1.05 | 36 | 33 | 3.12 | 1.49 | 69 | 67 | 2.33 | 1.39 | 12 | 11 | 3.91 | 1.00 |
| K2 | 2 | 2 | 3.00 | - | 2 | 2 | 3.00 | 1.00 | 49 | 46 | 3.28 | 1.38 | 18 | 17 | 3.53 | 1.92 |
| K3 | - | - | - | - | - | - | - | - | 27 | 27 | 3.11 | 1.40 | 19 | 15 | 3.00 | 1.37 |
| K4 | 19 | 18 | 2.06 | 1.13 | 19 | 19 | 3.16 | 1.27 | 33 | 32 | 3.19 | 1.49 | 31 | 29 | 3.17 | 1.39 |
| J2 | 84 | 81 | 2.19 | 1.06 | 84 | 79 | 2.82 | 1.26 | 9 | 7 | 4.00 | .53 | 13 | 39 | 3.41 | 1.48 |
| J9 | 2 | 2 | 1.50 | .50 | 2 | 2 | 3.50 | .50 | 1 | 1 | 2.00 | - | - | - | - | - |
| J3 | 50 | 48 | 1.96 | .98 | 50 | 48 | 2.25 | 1.31 | 42 | 39 | 2.79 | 1.32 | 60 | 53 | 2.75 | 1.36 |
| J5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| J7 | 2 | 2 | 1.50 | .50 | 2 | 2 | 3.00 | 2.00 | 44 | 43 | 1.98 | 1.19 | 7 | 6 | 1.67 | 1.11 |
| J8 | 227 | 223 | 2.38 | 1.01 | 227 | 219 | 2.75 | 1.30 | - | - | - | - | - | - | - | - |
| K5 | 1 | 1 | 2.00 | - | 1 | 1 | 2.00 | - | 8 | 8 | 2.38 | 1.58 | 5 | 4 | 2.25 | .43 |
| L6 | 1 | 1 | 2.00 | - | 1 | 1 | 1.00 | - | 5 | 5 | 2.40 | 1.50 | 8 | 8 | 3.63 | 1.58 |
| M2 | 1 | 1 | 3.00 | - | 1 | 1 | 3.00 | - | 5 | 5 | 3.20 | 1.33 | 4 | 4 | 2.75 | .83 |
| M1 | 2 | 2 | 1.00 | - | 2 | 2 | 2.50 | 1.50 | 52 | 52 | 3.25 | 1.47 | 26 | 24 | 2.67 | 1.57 |
| L4 | 3 | 3 | 1.67 | .47 | 3 | 3 | 2.67 | .94 | 1 | 1 | 3.00 | - | - | - | - | - |
| K7 | - | - | - | - | - | - | - | - | 31 | 29 | 2.62 | 1.45 | 31 | 29 | 2.55 | 1.45 |
| K8 | 1 | 1 | 1.00 | - | 1 | 1 | 5.00 | - | 1 | 1 | 4.00 | - | - | - | - | - |
| M5 | 6 | 6 | 2.50 | 1.12 | 6 | 6 | 2.67 | 1.49 | 36 | 32 | 2.75 | 1.48 | 34 | 27 | 2.74 | 1.38 |
| M6 | - | - | - | - | - | - | - | - | 6 | 6 | 3.50 | 1.26 | 2 | 2 | 3.50 | 1.50 |
| L1 | 1 | 1 | 3.00 | - | 1 | 1 | 5.00 | - | 52 | 47 | 3.11 | 1.34 | 18 | 17 | 3.18 | 1.50 |
| L2 | 2 | 2 | 2.00 | - | 2 | 2 | 3.50 | 1.50 | 5 | 5 | 2.80 | 1.47 | 5 | 5 | 2.80 | 1.33 |
| L3 | 52 | 51 | 3.37 | .93 | 52 | 50 | 2.20 | 1.33 | 61 | 59 | 2.41 | 1.37 | 72 | 67 | 2.42 | 1.17 |
| L8 | 3 | 3 | 2.00 | .82 | 3 | 3 | 3.67 | 1.89 | 9 | 9 | 2.33 | 1.25 | 11 | 11 | 2.91 | 1.44 |
| L9 | 2 | 2 | 2.00 | 1.00 | 2 | 1 | 3.00 | - | 4 | 4 | 3.00 | 2.00 | 11 | 11 | 2.73 | 1.35 |
| K6 | 3 | 2 | 2.00 | - | 3 | 2 | 2.50 | .50 | 7 | 7 | 2.71 | 1.03 | 10 | 10 | 2.90 | 1.64 |
| K9 | 5 | 5 | 1.60 | .80 | 5 | 4 | 1.25 | .43 | 34 | 26 | 2.33 | 1.25 | 34 | 26 | 2.38 | 1.44 |
| L5 | - | - | - | - | - | - | - | - | 1 | 1 | 2.00 | - | 8 | 7 | 1.71 | .88 |
| M3 | 4 | 3 | 1.67 | .94 | 4 | 3 | 1.67 | .94 | 3 | 2 | 4.00 | 1.00 | 2 | 2 | 3.00 | 2.00 |
| M5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Totals & Means | 509 | 495 | 2.36 | | 509 | 485 | 2.69 | | 564 | 538 | 2.78 | | 473 | 426 | 2.83 | |
| | | | | | | | | | | | | | 448 | 387 | 2.84 | |

^{1/} See App B for code title
2/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C14
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E5-E9; N = 213)

Military Life

| Coding Categories ^{1/} | Part I Likas | | | | | Part II Dislikes | | | | | Part III Improvements Importance | | | | | Part IV Improvements Importance | | | | | |
|---------------------------------|--------------|-----|------------|------|-----|------------------|------|------|-----|-----|----------------------------------|------|-----|-----|------|---------------------------------|-----|-----|------|------|---|
| | Likelihood | | Importance | | TR | Importance | | SD | | TR | Importance | | SD | | TR | Importance | | SD | | | |
| | N | M | N | M | | N | M | N | M | | N | M | N | M | | N | M | N | M | N | M |
| K1 | 14 | 12 | 2.67 | 1.37 | 14 | 11 | 2.00 | 1.21 | 14 | 14 | 2.79 | 1.32 | 5 | 4 | 2.50 | 1.66 | 5 | 2 | 2.00 | - | - |
| K2 | 1 | 1 | 2.00 | - | 1 | 1 | 1.00 | - | 17 | 17 | 3.12 | 1.41 | 3 | 2 | 2.00 | 1.00 | 8 | 8 | 3.88 | 1.36 | - |
| K3 | - | - | - | - | - | - | - | - | 20 | 20 | 2.25 | 1.22 | 19 | 16 | 2.75 | 1.44 | 19 | 16 | 2.81 | 1.13 | - |
| K4 | 10 | 10 | 2.70 | 1.42 | 10 | 9 | 2.89 | 1.52 | 17 | 17 | 3.29 | 1.49 | 15 | 12 | 3.33 | 1.37 | 9 | 7 | 2.14 | 1.36 | - |
| J2 | 37 | 37 | 2.14 | .96 | 37 | 35 | 3.63 | 1.33 | 1 | 1 | 3.00 | - | 13 | 10 | 3.70 | 1.19 | 10 | 8 | 3.75 | 1.09 | - |
| J9 | 1 | - | - | - | 1 | 1 | 2.00 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| J3 | 32 | 31 | 1.77 | .83 | 32 | 30 | 2.80 | 1.33 | 8 | 8 | 3.25 | 1.39 | 6 | 5 | 4.20 | .75 | 9 | 9 | 3.44 | 1.42 | - |
| J5 | - | - | - | - | - | - | - | - | 3 | 3 | 2.67 | 1.70 | - | - | - | - | 2 | 1 | 5.00 | - | - |
| J7 | - | - | - | - | - | - | - | - | 17 | 15 | 2.73 | 1.39 | 1 | 1 | 3.00 | - | 4 | 3 | 1.67 | .94 | - |
| J8 | 123 | 121 | 2.17 | 1.15 | 123 | 117 | 2.88 | 1.45 | - | - | - | - | 1 | - | - | - | 3 | 3 | 3.00 | - | - |
| K5 | - | - | - | - | - | - | - | - | 12 | 11 | 2.73 | 1.35 | 15 | 15 | 2.53 | 1.50 | 12 | 11 | 2.00 | 1.35 | - |
| L6 | - | - | - | - | - | - | - | - | 1 | 1 | 1.00 | - | 3 | 3 | 3.00 | .82 | 1 | 1 | 3.00 | .47 | - |
| M2 | - | - | - | - | - | - | - | - | 3 | 2 | 4.50 | .50 | 1 | 1 | 1.00 | - | 4 | 3 | 2.67 | .47 | - |
| M1 | 1 | 1 | 1.00 | - | 1 | 1 | 1.00 | - | 2 | 2 | 4.50 | .50 | 6 | 5 | 3.20 | 1.17 | 4 | 2 | 1.50 | .50 | - |
| L4 | 1 | 1 | 2.00 | - | 1 | 1 | 5.00 | - | 2 | 2 | 2.00 | 1.00 | - | - | - | - | 2 | 1 | 5.00 | - | - |
| K7 | 2 | 2 | 1.00 | - | 2 | 2 | 2.50 | 1.50 | 19 | 16 | 2.31 | 1.40 | 11 | 11 | 2.09 | 1.31 | 7 | 5 | 2.80 | 1.47 | - |
| K8 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M5 | - | - | - | - | - | - | - | - | 7 | 6 | 3.00 | 1.73 | 12 | 11 | 3.45 | 1.08 | 4 | 2 | 4.50 | .50 | - |
| M6 | - | - | - | - | - | - | - | - | 2 | 2 | 2.50 | 1.50 | 4 | 4 | 4.00 | 1.22 | 1 | 1 | 3.00 | - | - |
| L1 | 1 | - | - | - | 1 | 1 | 5.00 | - | 32 | 30 | 3.07 | 1.39 | 16 | 15 | 3.27 | 1.29 | 9 | 7 | 3.57 | 1.18 | - |
| L2 | 1 | 1 | 4.00 | - | 1 | 1 | 2.00 | - | 3 | 3 | 3.00 | 1.41 | 6 | 6 | 3.17 | 1.57 | 7 | 6 | 3.83 | 1.07 | - |
| L3 | 21 | 19 | 2.58 | 1.53 | 21 | 19 | 2.79 | 1.28 | 76 | 74 | 2.92 | 1.45 | 52 | 45 | 2.40 | 1.20 | 58 | 47 | 2.87 | 1.38 | - |
| L8 | 1 | 1 | 3.00 | - | 1 | 1 | 5.00 | - | 38 | 34 | 2.32 | 1.18 | 22 | 21 | 2.38 | 1.36 | 19 | 14 | 2.29 | 1.10 | - |
| L9 | - | - | - | - | - | - | - | - | 5 | 4 | 2.75 | 1.48 | 12 | 11 | 2.27 | 1.21 | 10 | 8 | 3.00 | 1.00 | - |
| K6 | 1 | 1 | 3.00 | - | 1 | 1 | 4.00 | - | 5 | 4 | 2.75 | 1.48 | 9 | 8 | 2.38 | 1.22 | 12 | 11 | 2.91 | 1.16 | - |
| K9 | 1 | 1 | 1.00 | - | 1 | 1 | 5.00 | - | 5 | 5 | 3.20 | 1.60 | 17 | 16 | 2.81 | 1.42 | 17 | 14 | 2.21 | 1.57 | - |
| L5 | - | - | - | - | - | - | - | - | - | - | - | - | 3 | 3 | 3.67 | 1.25 | 2 | 2 | 4.00 | - | - |
| M3 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 5 | 5 | 2.80 | 1.17 | - |
| M5 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M7 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Totals & Means | 250 | 239 | 2.19 | | 248 | 232 | 2.95 | | 309 | 291 | 2.80 | | 262 | 235 | 2.71 | | 243 | 197 | 2.86 | | |

^{1/} See App B for code title
^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C15

SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY

(CO; N = 218)

Military Life

| Coding Categories ^{1/} | Part I Likelihood Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|---------------------------------|----------------------------|-----|------------|------|---------------------|-----|------------|------|--------------------------|-----|------------|------|-------------------------|-----|------------|------|
| | Likelihood | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | |
| | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | TR |
| K1 | 18 | 17 | 2.00 | .77 | 18 | 18 | 3.17 | 1.61 | 28 | 28 | 2.71 | 1.39 | 3 | 3 | 4.00 | 1.41 |
| K2 | - | - | - | - | - | - | - | - | 4 | 4 | 3.25 | 1.30 | 5 | 5 | 3.80 | .75 |
| K3 | 1 | 1 | 1.00 | - | 1 | 1 | 1.00 | - | 38 | 37 | 3.41 | 1.32 | 25 | 23 | 3.17 | 1.31 |
| K4 | 22 | 21 | 2.10 | .75 | 22 | 22 | 3.64 | 1.61 | 22 | 21 | 4.00 | 1.11 | 14 | 14 | 3.21 | 1.32 |
| J2 | 36 | 34 | 1.76 | .73 | 36 | 35 | 3.60 | 1.15 | 5 | 5 | 4.00 | .89 | 13 | 13 | 3.92 | 1.27 |
| J9 | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | 1 | 1 | 3.00 | - |
| J3 | 26 | 26 | 1.50 | .64 | 26 | 26 | 3.23 | 1.48 | - | - | - | - | 4 | 4 | 2.75 | 1.30 |
| J5 | - | - | - | - | - | - | - | - | 23 | 23 | 3.26 | 1.33 | 17 | 16 | 3.50 | 1.32 |
| J7 | - | - | - | - | - | - | - | - | 31 | 31 | 2.61 | 1.54 | 2 | 1 | 2.00 | - |
| J8 | 136 | 134 | 1.93 | .89 | 136 | 132 | 3.29 | 1.33 | 1 | 1 | 2.02 | - | 1 | 1 | 1.00 | - |
| K5 | - | - | - | - | - | - | - | - | 20 | 20 | 2.35 | 1.49 | 19 | 19 | 2.11 | 1.21 |
| L6 | - | - | - | - | - | - | - | - | 5 | 5 | 2.80 | .98 | 13 | 13 | 3.08 | 1.44 |
| M2 | - | - | - | - | - | - | - | - | 12 | 12 | 3.17 | 1.34 | 2 | 2 | 2.00 | 1.00 |
| M1 | - | - | - | - | - | - | - | - | 6 | 6 | 3.00 | 1.73 | 4 | 4 | 3.25 | 1.79 |
| L4 | 1 | 1 | 2.00 | - | 1 | 1 | 4.00 | - | 5 | 5 | 3.60 | 1.36 | 4 | 4 | 3.25 | 1.48 |
| K7 | 2 | 2 | 1.00 | - | 2 | 1 | 5.00 | - | 13 | 13 | 3.69 | 1.43 | 11 | 11 | 2.64 | 1.55 |
| M8 | - | - | - | - | - | - | - | - | 1 | 1 | 3.00 | - | - | - | - | - |
| M5 | - | - | - | - | - | - | - | - | 9 | 9 | 3.22 | 1.13 | 15 | 15 | 3.60 | 1.67 |
| M6 | - | - | - | - | - | - | - | - | 1 | 1 | 2.00 | - | - | - | - | - |
| L1 | 2 | 2 | 1.50 | - | 2 | 2 | 3.00 | 1.00 | 37 | 34 | 2.68 | 1.21 | 20 | 19 | 2.89 | 1.48 |
| L2 | 3 | 3 | 2.00 | - | 3 | 3 | 3.67 | 1.89 | 19 | 19 | 3.42 | 1.04 | 12 | 10 | 2.30 | 1.27 |
| L3 | 19 | 17 | 3.12 | 1.08 | 19 | 19 | 3.32 | 1.49 | 83 | 79 | 2.78 | 1.30 | 71 | 64 | 2.67 | 1.38 |
| L8 | - | - | - | - | - | - | - | - | 36 | 36 | 2.44 | 1.28 | 18 | 17 | 3.06 | 1.55 |
| L9 | - | - | - | - | - | - | - | - | 8 | 8 | 2.63 | 1.22 | 18 | 18 | 2.83 | 1.30 |
| K6 | 2 | 2 | 3.00 | 1.00 | 2 | 2 | 3.50 | 1.50 | 11 | 11 | 3.45 | 1.50 | 19 | 17 | 3.47 | 1.46 |
| K9 | - | - | - | - | - | - | - | - | 9 | 9 | 3.56 | 1.26 | 27 | 23 | 2.78 | 1.41 |
| L5 | - | - | - | - | - | - | - | - | - | - | - | - | 3 | 3 | 2.67 | .47 |
| M3 | 2 | 2 | 4.00 | 1.00 | 2 | 2 | 2.00 | 1.00 | 2 | 2 | 3.50 | 1.50 | 2 | 2 | 2.50 | .50 |
| M5 | - | - | - | - | - | - | - | - | - | - | - | - | 1 | 1 | 2.00 | - |
| M7 | 1 | 1 | 1.00 | - | 1 | 1 | 3.00 | - | - | - | - | - | - | - | - | - |
| Totals & Means | 271 | 263 | 1.97 | | 271 | 265 | 3.34 | | 430 | 421 | 2.99 | | 344 | 323 | 2.96 | |

^{1/} See App B for code title

^{2/} TR = Total number of responses

M = Number of respondents ranking likelihood/importance

SD = Standard deviation

Table C16
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(FO; N = 190)

Military Life

| Coding Categories ^{1/} | Part I Likes | | | | | Part II Dislikes | | | | | Part III Improvements | | | | | Part IV Improvements | | | | |
|---------------------------------|-----------------|-----|------------|------|---|---------------------|-----|------------|------|---|--------------------------|-----|------------|------|---|-------------------------|-----|------------|------|---|
| | Likelihood | | Importance | | | Importance | | Importance | | | Importance | | Importance | | | Importance | | Importance | | |
| | TR | N | M | SD | Z | TR | N | M | SD | Z | TR | N | M | SD | Z | TR | N | M | SD | Z |
| K1 | 25 | 24 | 2.04 | .98 | | 25 | 25 | 3.24 | 1.48 | | 4 | 4 | 1.75 | .83 | | 6 | 6 | 3.17 | .90 | |
| K2 | 2 | 2 | 1.00 | - | | 2 | 2 | 4.50 | .50 | | 3 | 3 | 3.00 | 1.41 | | 3 | 3 | 4.33 | .94 | |
| K3 | 3 | 3 | 2.33 | .94 | | 3 | 3 | 2.67 | 1.70 | | 20 | 17 | 3.06 | 1.43 | | 15 | 14 | 3.14 | 1.36 | |
| K4 | 9 | 9 | 2.44 | 1.17 | | 9 | 9 | 3.78 | 1.23 | | 15 | 13 | 3.08 | 1.33 | | 8 | 6 | 3.83 | .60 | |
| J2 | 13 | 13 | 1.77 | .70 | | 13 | 12 | 4.00 | 1.00 | | 4 | 4 | 4.00 | 1.00 | | 8 | 7 | 4.29 | - | |
| J9 | 1 | 1 | 3.00 | - | | 1 | 1 | 5.00 | - | | - | - | - | - | | - | - | - | - | |
| J3 | 7 | 7 | 1.43 | .73 | | 7 | 7 | 3.43 | 1.50 | | 4 | 4 | 3.25 | .83 | | 7 | 5 | 3.00 | 1 | |
| J5 | 1 | 1 | 4.00 | - | | 1 | 1 | 2.00 | - | | 8 | 8 | 3.38 | 1.22 | | 9 | 7 | 3.29 | 1.50 | |
| J7 | - | - | - | - | | - | - | - | - | | 1 | 1 | 5.00 | - | | 5 | 4 | 3.50 | .87 | |
| J8 | 121 | 119 | 1.56 | .73 | | 121 | 121 | 3.26 | 1.24 | | - | - | - | - | | - | - | - | - | |
| K5 | 1 | 1 | 1.00 | - | | 1 | 1 | 3.00 | - | | 18 | 15 | 2.67 | 1.40 | | 24 | 22 | 3.18 | 1.56 | |
| L6 | - | - | - | - | | - | - | - | - | | 12 | 11 | 3.55 | 1.50 | | 15 | 14 | 2.57 | 1.88 | |
| M2 | - | - | - | - | | - | - | - | - | | 3 | 2 | 1.00 | - | | 4 | 3 | 3.00 | 1.41 | |
| M1 | - | - | - | - | | - | - | - | - | | 3 | 3 | 4.33 | .47 | | 2 | 2 | 3.50 | 1.50 | |
| L4 | - | - | - | - | | - | - | - | - | | 3 | 3 | 3.33 | 1.70 | | 2 | 1 | 5.00 | - | |
| K7 | 1 | 1 | 1.00 | - | | 1 | 1 | 1.00 | - | | 8 | 7 | 3.00 | 1.07 | | 8 | 7 | 2.71 | .88 | |
| K8 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | - | |
| N5 | - | - | - | - | | - | - | - | - | | 3 | 3 | 3.67 | 1.25 | | 3 | - | - | - | |
| M6 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | - | |
| L1 | 2 | 2 | 1.00 | - | | 2 | 2 | 2.00 | - | | 27 | 24 | 2.25 | 1.36 | | 29 | 27 | 2.70 | 1.30 | |
| L2 | 1 | 1 | 1.00 | - | | 1 | 1 | 4.00 | - | | 10 | 8 | 3.13 | 1.27 | | 6 | 5 | 2.20 | .98 | |
| L3 | 15 | 15 | 2.60 | 1.02 | | 15 | 15 | 3.13 | 1.59 | | 55 | 48 | 3.02 | 1.25 | | 75 | 72 | 2.75 | 1.24 | |
| L8 | 1 | 1 | 3.00 | - | | 1 | 1 | 2.00 | - | | 26 | 25 | 2.32 | 1.29 | | 26 | 24 | 1.92 | 1.11 | |
| L9 | - | - | - | - | | - | - | - | - | | 14 | 14 | 2.79 | 1.32 | | 19 | 17 | 2.47 | 1.61 | |
| K6 | 6 | 6 | 2.50 | .96 | | 6 | 6 | 2.67 | 1.37 | | 20 | 16 | 3.19 | 1.33 | | 31 | 27 | 2.48 | 1.26 | |
| K9 | 1 | 1 | 3.00 | - | | 1 | 1 | 4.00 | - | | 10 | 10 | 2.20 | 1.25 | | 13 | 13 | 3.62 | 1.00 | |
| L5 | 1 | 1 | 1.00 | - | | 1 | 1 | 2.00 | - | | 1 | 1 | 4.00 | - | | 2 | 2 | 3.50 | 1.50 | |
| M3 | - | - | - | - | | - | - | - | - | | 3 | 3 | 5.00 | - | | 2 | 1 | 4.00 | - | |
| M5 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | - | |
| M7 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | - | |
| Totals & Means | 211 | 208 | 1.79 | | | 211 | 210 | 3.28 | | | 423 | 409 | 2.87 | | | 322 | 289 | 2.84 | | |

1/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

2/ See App B for code title



Table C17

SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY

(E1-E4; N = 530)

Human Values

| Coding Categories ^{1/} | Part I Likelihood | | | | | Part I Likes | | | | | Part II Dislikes | | | | | Part III Improvements | | | | | Part IV Improvements | | | | |
|---------------------------------|----------------------|-----|------------|------|---|-----------------|-----|----------|------|---|---------------------|-----|------------|------|---|--------------------------|-----|------------|------|---|-------------------------|-----|------------|------|---|
| | Likelihood | | Importance | | | Likes | | Dislikes | | | Dislikes | | Importance | | | Improvements | | Importance | | | Improvements | | Importance | | |
| | TR | N | M | SD | Z | TR | N | M | SD | Z | TR | N | M | SD | Z | TR | N | M | SD | Z | TR | N | M | SD | Z |
| M1 | 12 | 12 | 2.17 | 1.14 | | 12 | 12 | 3.50 | 1.55 | | 137 | 128 | 2.56 | 1.53 | | 101 | 90 | 2.51 | 1.37 | | 85 | 68 | 2.43 | 1.35 | |
| P7 | 2 | 2 | 3.00 | 2.00 | | 2 | 2 | 1.50 | .50 | | 50 | 28 | 2.21 | 1.15 | | 29 | 29 | 2.31 | 1.32 | | 21 | 18 | 2.78 | 1.13 | |
| J1 | 42 | 41 | 2.00 | .91 | | 42 | 41 | 2.61 | 1.45 | | 1 | 1 | 1.00 | - | | - | - | - | | - | - | - | - | - | |
| J4 | 96 | 94 | 1.67 | .89 | | 96 | 95 | 2.56 | 1.35 | | - | - | - | - | | - | - | - | | - | - | - | - | - | |
| M4 | 79 | 77 | 2.06 | .97 | | 79 | 78 | 2.74 | 1.34 | | 6 | 6 | 1.50 | .50 | | 2 | 2 | 2.00 | 1.00 | | 5 | 4 | 1.00 | - | |
| J6 | 37 | 36 | 2.31 | 1.24 | | 37 | 35 | 3.06 | 1.37 | | 42 | 39 | 2.79 | 1.32 | | 60 | 53 | 2.75 | 1.36 | | 41 | 38 | 2.45 | 1.16 | |
| P2 | 34 | 33 | 1.82 | 1.09 | | 34 | 31 | 2.42 | 1.41 | | - | - | - | - | | 1 | 1 | 1.00 | - | | 3 | 2 | 3.50 | 1.50 | |
| M6 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | | - | - | - | - | - | |
| P1 | 3 | 3 | 1.67 | .47 | | 3 | 3 | 2.33 | .94 | | 46 | 43 | 2.26 | 1.38 | | 42 | 37 | 1.84 | 1.17 | | 50 | 43 | 2.26 | 1.56 | |
| P3 | - | - | - | - | | - | - | 1.00 | - | | 2 | 2 | 4.50 | .50 | | 78 | 70 | 1.80 | 1.13 | | 66 | 58 | 1.91 | 1.22 | |
| N2 | 12 | 11 | 2.36 | .98 | | 12 | 9 | 2.22 | 1.40 | | 35 | 35 | 2.23 | 1.48 | | 16 | 15 | 2.80 | 1.28 | | 15 | 11 | 2.00 | 1.13 | |
| M3 | 3 | 3 | 1.67 | .47 | | 3 | 3 | 2.67 | 1.25 | | 45 | 42 | 2.57 | 1.40 | | 12 | 8 | 2.25 | .97 | | 8 | 7 | 2.71 | 1.16 | |
| H8 | - | - | - | - | | - | - | - | - | | - | - | - | - | | - | - | - | | - | - | - | - | - | |
| M4 | 3 | 3 | 2.67 | 1.25 | | 3 | 3 | 3.00 | .82 | | 1 | 1 | 4.00 | - | | 7 | 7 | 2.71 | 1.58 | | 4 | 4 | 1.25 | .43 | |
| M7 | 4 | 4 | 1.75 | .43 | | 4 | 4 | 2.50 | .87 | | 36 | 34 | 2.79 | 1.32 | | 55 | 49 | 2.78 | 1.36 | | 39 | 33 | 2.94 | 1.46 | |
| M9 | 7 | 7 | 2.29 | 1.03 | | 7 | 7 | 2.00 | .76 | | 81 | 74 | 3.08 | 1.41 | | 41 | 37 | 2.76 | 1.46 | | 32 | 27 | 3.00 | 1.39 | |
| P4 | - | - | - | - | | - | - | - | - | | 204 | 195 | 2.55 | 1.43 | | 71 | 61 | 2.80 | 1.32 | | 80 | 69 | 3.04 | 1.30 | |
| M8 | 10 | 10 | 2.50 | 1.20 | | 10 | 9 | 2.44 | 1.07 | | 96 | 90 | 2.92 | 1.34 | | 37 | 33 | 3.03 | 1.38 | | 44 | 40 | 3.22 | 1.44 | |
| P5 | - | - | - | - | | - | - | - | - | | 39 | 34 | 2.26 | 1.22 | | 46 | 41 | 2.00 | 1.31 | | 33 | 27 | 1.81 | 1.19 | |
| P6 | - | - | - | - | | - | - | - | - | | 24 | 24 | 2.29 | 1.62 | | 6 | 5 | 1.60 | .80 | | 7 | 5 | 2.40 | 1.50 | |
| P8 | 12 | 9 | 2.00 | 1.15 | | 12 | 9 | 3.22 | 1.47 | | 13 | 12 | 2.08 | 1.26 | | 9 | 9 | 1.67 | 1.05 | | 7 | 6 | 1.83 | 1.21 | |
| P9 | - | - | - | - | | - | - | - | - | | 9 | 7 | 2.43 | 1.40 | | 19 | 15 | 2.53 | 1.45 | | 11 | 9 | 2.44 | 1.42 | |
| Totals & Means | 356 | 345 | 1.98 | | | 357 | 342 | 2.66 | | | 847 | 795 | 2.59 | | | 632 | 562 | 2.44 | | | 551 | 469 | 2.52 | | |

^{1/} See App B for code title

^{2/} TR = Total number of responses

N = Number of respondents ranking likelihood/importance

M = Mean ranking

SD = Standard deviation

Table C18
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(E5-E9; N = 213)
Human Values

| Coding Categories ^{1/} | Part I Likelihood | | | | | Part II Dislikes | | | | | Part III Improvements | | | | | Part IV Improvements | | | | |
|---------------------------------|----------------------|-----|------------|------|----|---------------------|-----|------------|------|----|--------------------------|-----|------------|------|------|-------------------------|-----|------------|------|------|
| | Likelihood | | Importance | | | Dislikes | | Importance | | | Improvements | | Importance | | | Improvements | | Importance | | |
| | TR | N | M | SD | 2/ | TR | N | M | SD | 2/ | TR | N | M | SD | 2/ | TR | N | M | SD | 2/ |
| K1 | 1 | 1 | 4.00 | - | - | 1 | 1 | 3.00 | - | - | 29 | 27 | 2.59 | 1.42 | - | 21 | 17 | 2.29 | 1.40 | - |
| P7 | 1 | 1 | 3.00 | - | - | 1 | 1 | 1.00 | - | - | 7 | 7 | 3.00 | 1.31 | - | 4 | 2 | 3.00 | 2.00 | - |
| J1 | 20 | 18 | 2.11 | 1.24 | - | 20 | 20 | 3.05 | 1.56 | - | - | - | - | - | - | 1 | 1 | 3.00 | - | - |
| J4 | 29 | 26 | 1.65 | .87 | - | 29 | 28 | 3.00 | 1.51 | - | - | - | - | - | - | - | - | - | - | - |
| M4 | 12 | 11 | 1.64 | .43 | - | 12 | 12 | 2.17 | .80 | - | - | 1 | 1 | 4.00 | - | - | - | - | - | - |
| J6 | 15 | 14 | 2.00 | 1.00 | - | 15 | 13 | 2.46 | 1.50 | - | 8 | 8 | 3.25 | 1.39 | - | 6 | 5 | 4.20 | .75 | - |
| P2 | 25 | 24 | 2.38 | 1.25 | - | 25 | 23 | 2.13 | 1.45 | - | 2 | 2 | 1.00 | - | - | 9 | 9 | 3.44 | 1.42 | - |
| M6 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1 | - | - | - | - |
| P1 | - | - | - | - | - | - | - | - | - | - | 5 | 5 | 2.00 | 1.26 | - | - | - | - | - | - |
| P3 | - | - | - | - | - | - | - | - | - | - | - | 18 | 17 | 2.53 | 1.58 | - | 8 | 14 | 2.63 | 1.49 |
| N2 | 3 | 3 | 2.67 | .47 | - | 3 | 3 | 4.00 | .82 | - | 13 | 13 | 2.46 | 1.34 | - | 6 | 5 | 1.80 | 1.17 | - |
| N3 | 4 | 4 | 2.75 | 1.79 | - | 4 | 3 | 3.67 | .94 | - | 15 | 15 | 3.07 | 1.39 | - | 4 | 4 | 2.00 | .71 | - |
| H8 | - | - | - | - | - | - | - | - | - | - | 2 | 2 | 4.50 | .50 | - | - | - | - | - | - |
| M4 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| M7 | 2 | 2 | 2.00 | 1.00 | - | 2 | 2 | 3.00 | - | - | 10 | 10 | 2.30 | 1.49 | - | 1 | 1 | 3.00 | - | - |
| N9 | 4 | 4 | 3.00 | 1.00 | - | 4 | 4 | 2.50 | .87 | - | 24 | 24 | 2.96 | 1.31 | - | 8 | 6 | 2.67 | 1.11 | - |
| P4 | - | - | - | - | - | - | - | - | - | - | 40 | 35 | 2.31 | 1.41 | - | 13 | 13 | 3.69 | 1.43 | - |
| N8 | 4 | 4 | 3.75 | .83 | - | 4 | 4 | 3.50 | 1.66 | - | 37 | 36 | 2.72 | 1.45 | - | 11 | 9 | 2.44 | 1.57 | - |
| P5 | 2 | 2 | 2.50 | .50 | - | 2 | 2 | 2.50 | 1.50 | - | 3 | 3 | 2.33 | 1.89 | - | 8 | 6 | 2.67 | 1.37 | - |
| P6 | - | - | - | - | - | - | - | - | - | - | 2 | 2 | 1.00 | - | - | 5 | 5 | 1.80 | .98 | - |
| P8 | 2 | 2 | 1.50 | .50 | - | 2 | 2 | 2.00 | - | - | - | - | - | - | - | - | - | - | - | - |
| P9 | 1 | 1 | 4.00 | - | - | 1 | 1 | 1.00 | - | - | - | - | - | - | - | 4 | 4 | 4.00 | 1.73 | - |
| Totals & Means | 125 | 117 | 2.16 | - | - | 125 | 119 | 2.68 | - | - | 197 | 189 | 2.63 | - | - | 126 | 112 | 2.89 | - | - |
| | | | | | | | | | | | | | | | | 129 | 111 | 2.64 | | |

^{1/} See App B for code title
^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C19
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(CO; N = 218)
Human Values

| Coding Categories ^{1/} | Part I Likes | | | | Part II Dislikes | | | | Part III Improvements | | | | Part IV Improvements | | | |
|---------------------------------|--------------|-----|------------|------|------------------|-----|------------|------|-----------------------|-----|------------|------|----------------------|-----|------------|------|
| | Likelihood | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | | Importance | |
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| N1 | 3 | 3 | 2.67 | .47 | 3 | 3 | 3.33 | .94 | 28 | 27 | 2.07 | 1.25 | 13 | 12 | 2.67 | 1.25 |
| P7 | - | - | - | - | - | - | - | - | 6 | 6 | 1.83 | .69 | 5 | 5 | 2.40 | 1.50 |
| J1 | 38 | 36 | 2.19 | .99 | 38 | 36 | 3.11 | 1.24 | - | - | - | - | - | - | - | - |
| J4 | 34 | 34 | 1.62 | .84 | 34 | 33 | 2.82 | 1.49 | - | - | - | - | - | - | - | - |
| M4 | 18 | 18 | 1.89 | .74 | 18 | 18 | 2.06 | 1.27 | 4 | 4 | 2.50 | 1.12 | - | - | 1 | 4.00 |
| J6 | 15 | 15 | 2.33 | .94 | 15 | 14 | 3.57 | 1.40 | - | - | - | - | 4 | 4 | 2.75 | 1.30 |
| P2 | 23 | 23 | 2.35 | 1.55 | 23 | 23 | 2.35 | 1.55 | - | - | - | - | - | - | 2 | 3.00 |
| M6 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 1.00 |
| P1 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| P3 | - | - | - | - | - | - | - | - | 2 | 2 | 3.00 | 1.00 | 7 | 7 | 3.14 | 1.12 |
| N2 | 3 | 2 | 1.50 | .50 | 3 | 3 | 3.00 | .82 | 9 | 9 | 2.78 | 1.55 | 11 | 11 | 3.55 | 1.44 |
| N3 | 5 | 5 | 1.80 | .75 | 5 | 5 | 2.40 | 1.02 | 29 | 26 | 2.35 | 1.27 | 9 | 7 | 3.14 | 1.36 |
| H8 | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | - | - | - | - |
| M4 | 1 | 1 | 2.00 | - | 1 | 1 | 5.00 | - | 1 | 1 | 5.00 | - | 1 | 1 | 4.00 | - |
| N7 | 3 | 3 | 2.33 | .47 | 3 | 2 | 3.00 | 2.00 | 15 | 15 | 3.47 | 1.31 | 11 | 9 | 2.56 | 1.07 |
| N9 | 4 | 4 | 1.75 | 1.30 | 4 | 4 | 4.25 | .83 | 9 | 9 | 2.67 | 1.15 | 11 | 10 | 3.60 | 1.28 |
| P4 | - | - | - | - | - | - | - | - | 11 | 11 | 3.18 | 1.19 | 10 | 10 | 3.20 | 1.47 |
| N8 | 4 | 4 | 3.50 | 1.12 | 4 | 4 | 3.25 | 1.46 | 54 | 51 | 2.55 | 1.49 | 13 | 13 | 3.08 | 1.59 |
| P5 | 1 | 1 | 4.00 | - | 1 | 1 | 4.00 | - | 5 | 5 | 1.60 | .80 | 7 | 7 | 2.00 | 1.31 |
| P6 | 1 | 1 | 2.00 | - | 1 | 1 | 1.00 | - | 4 | 4 | 1.75 | 1.30 | - | - | - | - |
| P8 | 3 | 3 | 2.33 | 1.25 | 3 | 3 | 2.33 | 1.25 | 3 | 3 | 2.00 | .82 | 5 | 4 | 2.50 | 1.50 |
| P9 | - | - | - | - | - | - | - | - | 1 | 1 | 4.00 | - | 5 | 4 | 4.00 | - |
| Totals & Means | 156 | 153 | 2.09 | | 156 | 151 | 2.85 | | 183 | 176 | 2.55 | | 136 | 127 | 2.86 | |

^{1/} See App B for code title
^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C20
SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY
(FO; N = 190)

Human Values

| Coding Categories ^{1/} | Part I Likes | | | | | | Part II Dislikes | | | | | | Part III Improvements | | | | | | Part IV Improvements | | | | | |
|---------------------------------|-----------------|-----|------|------------|------|------|---------------------|----|------|------------|------|----|--------------------------|------|------|------------|------|------|-------------------------|---|----|--|--|--|
| | Likelihood | | | Importance | | | Importance | | | Importance | | | Importance | | | Importance | | | Importance | | | | | |
| | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | TR | M | SD | | | |
| N1 | - | - | - | - | - | - | 17 | 17 | 2.76 | 1.21 | 6 | 5 | 4.40 | .80 | 8 | 6 | 2.17 | 1.21 | | | | | | |
| P7 | 1 | 1 | 2.00 | - | 1 | 4.00 | 3 | 3 | 1.67 | .94 | 2 | 2 | 2.00 | 1.00 | - | - | - | - | | | | | | |
| J1 | 51 | 51 | 1.71 | .69 | 51 | 3.39 | 1.31 | - | - | - | - | - | - | - | - | - | - | - | | | | | | |
| J4 | 36 | 35 | 1.46 | .65 | 36 | 3.33 | 1.37 | - | - | - | - | - | - | - | - | - | - | - | | | | | | |
| M4 | 8 | 7 | 2.00 | .53 | 8 | 1.71 | 1.03 | - | - | - | - | - | - | - | - | 2 | 2 | 4.50 | .50 | | | | | |
| J6 | 16 | 16 | 1.63 | .70 | 16 | 2.69 | 1.36 | 4 | 4 | 2.75 | 1.48 | 4 | 4 | 3.25 | .83 | 7 | 5 | 3.00 | 1.67 | | | | | |
| P2 | 25 | 25 | 1.60 | .89 | 25 | 2.08 | 1.29 | - | - | - | - | - | - | - | - | 1 | 1 | 5.00 | - | | | | | |
| M6 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | | | |
| P1 | - | - | - | - | - | - | - | 4 | 4 | 3.50 | 1.50 | 3 | 3 | 2.67 | 1.25 | 1 | 1 | 2.00 | - | | | | | |
| P3 | - | - | - | - | - | - | - | - | - | - | - | 9 | 7 | 2.00 | 1.41 | 5 | 5 | 3.20 | .98 | | | | | |
| M2 | 2 | 2 | 2.50 | .50 | 2 | 3.50 | .50 | 9 | 8 | 2.38 | 1.32 | 3 | 3 | 2.00 | 1.41 | 4 | 4 | 2.50 | 1.66 | | | | | |
| M3 | 3 | 3 | 2.33 | .94 | 3 | 3.00 | .82 | 8 | 8 | 2.38 | .86 | - | - | - | - | 3 | 3 | 2.33 | 1.25 | | | | | |
| H8 | - | - | - | - | - | - | 2 | 2 | 1.00 | - | - | 1 | 1 | 5.00 | - | - | - | - | - | | | | | |
| M4 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | | | | | |
| M7 | 1 | 1 | 4.00 | - | 1 | 3.00 | - | 13 | 13 | 2.77 | 1.05 | 1 | 1 | 1.00 | - | - | - | - | - | | | | | |
| M9 | - | - | - | - | - | - | 4 | 4 | 2.75 | 1.48 | 7 | 7 | 4.43 | .73 | 5 | 4 | 4.00 | .71 | | | | | | |
| P4 | - | - | - | - | - | - | 4 | 4 | 3.75 | .83 | 3 | 3 | 3.67 | 1.89 | 3 | 3 | 3.33 | 1.25 | | | | | | |
| M8 | 1 | 1 | 1.00 | - | 1 | 4.00 | - | 25 | - | 2.84 | 1.51 | 2 | 1 | 2.00 | - | 5 | 4 | 2.00 | .71 | | | | | |
| P5 | - | - | - | - | - | - | 2 | 2 | 2.00 | 1.00 | 7 | 6 | 1.50 | .76 | 5 | 3 | 1.33 | .47 | | | | | | |
| P6 | 1 | 1 | 1.00 | - | 1 | 2.00 | - | 1 | 1 | 3.00 | - | - | - | - | - | 1 | 1 | 5.00 | - | | | | | |
| P8 | - | - | - | - | - | - | 1 | 1 | 2.00 | - | 2 | 1 | 2.00 | - | 1 | 1 | 4.00 | - | | | | | | |
| P9 | - | - | - | - | - | - | - | - | - | - | 2 | 2 | 3.00 | 2.00 | - | - | - | - | | | | | | |
| Totals & Means | 145 | 143 | 1.67 | - | 1.45 | 1.43 | 2.98 | 97 | 96 | 2.70 | - | 61 | 55 | 2.82 | - | 59 | 49 | 2.88 | - | | | | | |

^{1/} See App B for code title
^{2/} TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation

Table C20

SUMMARY OF RESPONSES ON PARTS I THROUGH IV OF THE SURVEY

(FO; N = 190)

Human Values

| Coding Categories ^{1/} | Part I Likes | | | Part II Dislikes | | | Part III Improvements | | | Part IV Improvements | | |
|---------------------------------|--------------|-----|------|------------------|------|------|-----------------------|------|----|----------------------|------|------|
| | TR | N | M | SD | TR | N | M | SD | TR | N | M | SD |
| N1 | 1 | 1 | 2.00 | - | 17 | 17 | 2.76 | 1.21 | 6 | 5 | 4.40 | .80 |
| P7 | 1 | 1 | 2.00 | - | 3 | 3 | 1.67 | .94 | 2 | 2 | 2.00 | 1.00 |
| J1 | 51 | 51 | 1.71 | .69 | 51 | 51 | 3.39 | 1.31 | - | - | - | - |
| J4 | 36 | 35 | 1.46 | .65 | 36 | 36 | 3.33 | 1.37 | - | - | - | - |
| M4 | 8 | 7 | 2.00 | .53 | 8 | 8 | 1.71 | 1.03 | - | - | - | - |
| J6 | 16 | 16 | 1.63 | .70 | 16 | 16 | 2.69 | 1.36 | 4 | 4 | 3.25 | .83 |
| P2 | 25 | 25 | 1.60 | .89 | 25 | 24 | 2.08 | 1.29 | - | - | - | - |
| M6 | - | - | - | - | - | - | - | - | - | - | - | - |
| P1 | - | - | - | - | 4 | 4 | 3.50 | 1.50 | 3 | 3 | 2.67 | 1.25 |
| P3 | - | - | - | - | - | - | - | - | 9 | 7 | 2.00 | 1.41 |
| M2 | 2 | 2 | 2.50 | .50 | 2 | 2 | 3.50 | .50 | 3 | 3 | 2.00 | 1.41 |
| M3 | 3 | 3 | 2.33 | .94 | 3 | 3 | 3.00 | .82 | - | - | - | - |
| H8 | - | - | - | - | 2 | 2 | 1.00 | - | 1 | 1 | 5.00 | - |
| M4 | - | - | - | - | - | - | - | - | 1 | 1 | 1.00 | - |
| M7 | 1 | 1 | 4.00 | - | 13 | 13 | 2.77 | 1.05 | 9 | 9 | 2.33 | .94 |
| M9 | - | - | - | - | 4 | 4 | 2.75 | 1.48 | 7 | 7 | 4.43 | .73 |
| P4 | - | - | - | - | 4 | 4 | 3.75 | .83 | 3 | 3 | 3.67 | 1.89 |
| M8 | 1 | 1 | 1.00 | - | 25 | 25 | 2.84 | 1.51 | 2 | 1 | 2.00 | - |
| P5 | - | - | - | - | 2 | 2 | 2.00 | 1.00 | 7 | 6 | 1.50 | .76 |
| P6 | 1 | 1 | 1.00 | - | 1 | 1 | 3.00 | - | - | - | - | - |
| P8 | - | - | - | - | 1 | 1 | 2.00 | - | 2 | 1 | 2.00 | - |
| P9 | - | - | - | - | 1 | 1 | 2.00 | - | 2 | 2 | 3.00 | 2.00 |
| Totals & Means | 145 | 143 | 1.67 | 1.45 | 1.43 | 2.98 | 2.70 | 1.21 | 61 | 55 | 2.82 | 1.21 |

1/ See App B for code title
2/ TR = Total number of responses
N = Number of respondents ranking likelihood/importance
M = Mean ranking
SD = Standard deviation



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| <p>In recent years there has been an increase in manifestations of unrest or dissent for young people throughout the world against institutions of authority, including the Army. The Research Analysis Corporation has undertaken a study with Institutional Research funds to examine the nature of dissent and the characteristics of dissidents in the Army, and then to examine Army practices, procedures, and customs to learn whether or how they might be related to expressions of dissent.</p> <p>Volume I in the report of this study developed methodology for examining the problem of dissent on an analytical basis. This report goes on to further refine the scaling of dissident activities and to examine servicemen's opinions about Army practices and procedures—likes, dislikes, and suggestions for change. Survey of stratified random samples of servicemen in grades E1 through colonel were conducted at six major installations in CONUS. Analysis of the survey results permits suggestions as to emphases in programs and practices which might serve to improve servicemen's regard for Army service.</p> | | |

DD FORM 1473
1 NOV 66

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| 14. | KEY WORDS | LINE A | | LINE B | | LINE C | |
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| | | ROLE | WT | ROLE | WT | ROLE | WT |
| | Dissent | | | | | | |
| | Dissident | | | | | | |
| | Manpower | | | | | | |
| | Motivation | | | | | | |
| | Reenlistment | | | | | | |

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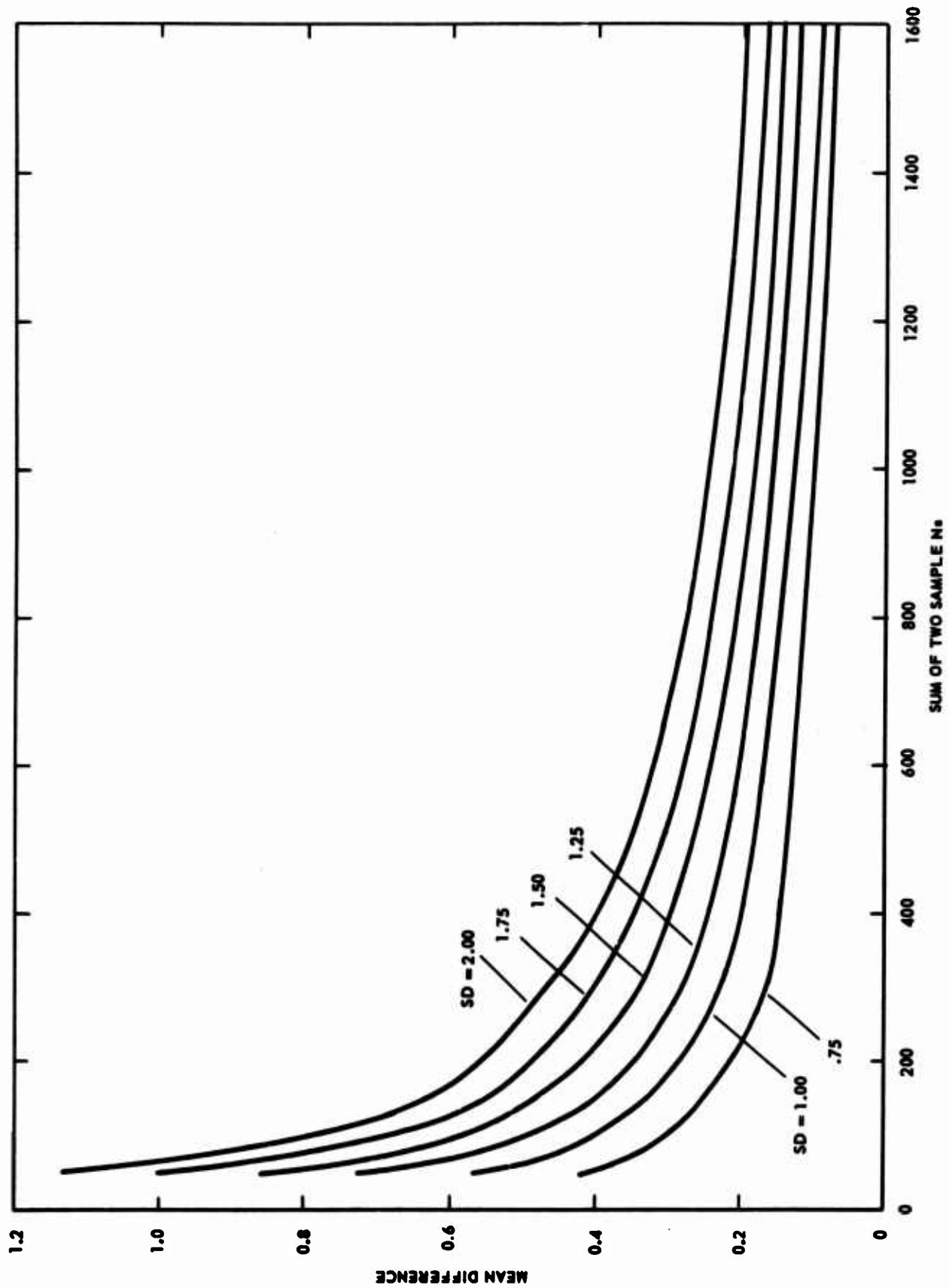


Fig. C1—t-Tests of Statistical Significance (5 Percent Level) for Importance, Likelihood, and Reenlistment Means